

PRINTERS' INK

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City



VOL. CXLIII, No. 5

NEW YORK, MAY 3, 1928

10C A COPY

B. A. I. S. 1927 with N. W. Ayer & Son

The Merchandise of Facts

CONTEMPLATING the vast array of unimportant facts in general encyclopædias, one must say, as Socrates once said, "How much there is in the world that I do not want."

It was the realization of this, and not merely to produce another encyclopædia, that decided Dodd, Mead & Company in the preparation of The New International.

The editors of The New International, collaborating with educators, scientists, artisans, business men, scholars and historians, searched human knowledge for those facts that have proved the most essential and usable for mankind at large.

By avoiding prolixity they were able to include many thousand more useful facts than are to be found in any other encyclopædia. By a common-sense arrangement they made all this immediately available to the reader.

To make the American public conscious of the speed and clarity with which this reference work answers questions, we centered our campaign on the practical usefulness of The New International Encyclopædia. Follow-up material that made facts vivid and attractive was prepared. We secured Erskine-Danforth Company to design a charmingly original and convenient book-table in the Early American style.

In the first three months of our advertising—October, November and December, 1927—Dodd, Mead & Company sold more sets of The New International than in any similar period of its history. Which is in itself a fact worth recording.

N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

SAN FRANCISCO



1927 EDITION
THE NEW INTERNATIONAL

Decentralization and The Standard Farm Papers

Decentralization is the natural outgrowth of the present tendency of merchants and distributors to buy only in quantities sufficient to meet immediate requirements.

The result has been the growing necessity for manufacturers to have their products readily available at points convenient to the source of demand.

New distributing plans are being made to facilitate ready movement of merchandise to dealers demanding more timely shipments of small orders.

The Standard Farm Papers fit into this modern trend.

Advertisers have felt the need of greater flexibility in their advertising programs and are using The Standard Farm Papers to concentrate their sales messages.

They want to match advertising to markets and to make their message conform to local requirements.

Standard Farm Papers

- The Progressive Farmer
- The Prairie Farmer
- Wallaces' Farmer
- Hoard's Dairymen
- Nebraska Farmer
- The Farmer, St. Paul
- The Pacific Rural Press
- The Wisconsin Agriculturist
- The American Agriculturist
- The Breeder's Gazette

THE STANDARD FARM PAPERS

WALLACE C. RICHARDSON, Gen'l. Manager

CHICAGO

Courtney D. Freeman, Western Mgr. Willard R. Downing, Eastern Mgr.
307 North Michigan Ave.

NEW YORK

250 Park Avenue

SAN FRANCISCO, Kohl Bldg.

Standard Farm Papers have no newsstand sales

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXLIII

NEW YORK, MAY 3, 1928

No. 5

Taking a Business Off a Private Brand Basis

This Company Decided It No Longer Wanted to Remain a Nonentity

An interview by Charles G. Muller with

Cason J. Callaway

President and Director of Sales, The Callaway Mills

FIVE years ago, we decided that, in addition to turning 100,000 bales of raw cotton a year into cloth for someone else to manufacture into branded merchandise, we would make a few finished products of our own. We would carry our individual brand name direct to the consumer and advertise that name. Today, we have four new mills manufacturing cotton products in the form they reach the ultimate consumer, and our national advertising is just beginning.

During those intervening five years, Cason J. Callaway, president of the Callaway Mills, La Grange, Ga., experimented so thoroughly along manufacturing, selling and advertising lines that his story of the development of four new plants for turning out merchandise to carry the mills' own names is of very unusual interest to all manufacturers of advertised goods, for Mr. Callaway's experiments carried him into both old and new fields.

"When, in 1915, I joined the organization which my father had

built up from one modest mill in 1900 to seven in 1915," he said, "I created a subsidiary which for seven years was run exclusively to utilize by-products of our cotton mills. From experiences with these by-products, I got an inkling of what might be done to the cotton which our seven mills were turning into cloth for use by other manufacturers. None of these materials ever reached the ultimate consumer in the shape in which they left our mills.

"When I took over control of all the mills in 1922, I decided that future expansion appeared most practical along lines of finished products which we could advertise to the eventual users.

Our original seven mills always had been successful, year in and year out, and in all likelihood would continue to grow. But the sort of expansion at which I aimed involved the manufacture and distribution of cotton goods which would reach the user with our name on the finished article.

"So in October, 1922, we started



CASON J. CALLAWAY

out on a program which we expected to take us eventually into national advertising. The first step—into the manufacture of cotton chenille rugs—was a small one. It consisted in setting up a hand-loom in one room of a warehouse. That was all. And for many months this single hand-loom was our only equipment.

"We knew absolutely nothing about rug weaving, so we had to dig up facts as we went along. Having no one with us who had ever made a rug, we had no hampering precedents to follow, and therefore we developed new ideas because of the freshness and perspective of the men experimenting. In 1923, we opened a rug factory as a subsidiary of one of our plants and installed enough machinery of the type then being used by other cotton rug manufacturers to produce about \$150,000 per year.

"During the next three years we continued to experiment, creating new machinery as we found new needs and installing three different dye methods which were extensively tested until we got the one best suited to our product.

"At the same time this experimental equipment was being built up, we began to build up a sales organization to distribute the experimental product. Our thought was that besides the testing we gave the rugs at the factory, we needed the practical tests of consumer use. During the three-year experimental period, we confined our distribution to the Southern States, employing four young college graduates who came to us after working their way through school. Thus, from rug maker to rug seller, we did not have a single one who ever had been connected in any way with the rug industry.

"At the end of three years, then, we had improved our product to the point where we were satisfied that we were ready to build a modern mill and, with future expansion well in mind, we put into one-half of a large plant machinery capable of producing about \$1,000,000 per year of our newly developed cotton chenille rugs.

"When this new mill was completed we went into national distribution for three types of cotton chenille rugs, employing a sales organization to handle Eastern and Western distribution while we continued to build up our own Southern sales force. The Southern men worked on commission and traveling allowance.

"Backing this distribution was a small amount of direct-mail advertising to the trade, but because the Callaway name was not well known to the rug trade we did not do much of this. Toward the end of 1926, however, we started a campaign of business-paper advertising aimed to help us get distribution before we entered into consumer advertising. This campaign consisted of page space in about twelve monthly publications."

At the end of five years, then, Mr. Callaway had not yet arrived at his goal of consumer advertising which would carry the company's name direct to the ultimate rug user. But by the end of 1927 a very satisfactory distribution and a very satisfactory volume of business had been achieved.

CONSUMER ADVERTISING STARTED IN MARCH

So at the opening of the sixth year, on January 1, 1928, the rug plant was incorporated as the Valway Rug Mills, and on March 1 the first consumer advertising campaign began. It was a test newspaper effort in two Atlanta papers over a period of eight weeks on Valway rugs.

"Increasing sales volume had shown us that our long period of digging for basic facts had borne fruit in the form of a product that was finding an ever widening market," says Mr. Callaway in leading up to the new consumer advertising, "a condition which is proved by an accurate sales check-up for January, February and the first half of March, 1928. This check-up discloses that 1928 business during the period I mention was more than three times the business done in the same period of 1927.

"With such increasing volume,

THE VOICE OF VILLAGE AMERICA



*Home of
Christian Herald
Subscriber*

Lives in EASTON, Pa. Shops in New York frequently, Reads Christian Herald

THE market study recently made for us in Easton, Pa., clearly shows that Christian Herald reaches the key families. Of 117 subscribers in Easton, 30 are among the 100 most influential families in town—substantial citizens with buying power to spare!

Manufacturers with distribution in key trading centers will find that Christian Herald is a powerful ally in the campaign for increased sales and profits.

Christian Herald

Bible House, New York
Graham Patterson, Publisher

we went into two Atlanta rotogravure sections to reach consumers well over Georgia and adjacent States. We had merchandised the rugs in advance to leading Atlanta furniture and department stores, and with the opening of the advertising on March 1 we sent ten demonstrators, one to each of ten stores, to spend a week demonstrating the beauty and utility of our cotton chenille rugs.

"In addition, we supplied an illustrated imprinted folder in colors to cover each dealer's complete mailing list, and during the two months of the campaign we estimated that 75,000 of these folders will have gone out through the mails. We also gave our retailers cuts and mats, obtaining excellent tie-up with store advertising, and we featured a framed store guarantee as to the fastness of the dyes used in Valway rugs. Our demonstrators, who returned to the stores for the first week in April, demonstrated the fastness of our dyes by the use of chafing dishes in which rugs were boiled in water and in lye.

"Thus, after five years, consumer advertising was started in a comparatively small way. But it was started with the expectation of increasing the appropriation every six months. And the steady increase in sales and distribution of our rugs during the last twelve months gives every indication that we shall be entirely justified in our expectation."

But the manufacture, distribution and advertising of Valway rugs was only one part of the Callaway expansion from the year 1922, when the company decided to send its name right through to the consumer. I have touched on rugs first because they were the first product to reach the point of being advertised to consumers. Three other parts make up the whole story, however, and the problems met in other fields are very closely related to the fundamental objective of the Callaway policy—which is to turn out highest quality cotton products regardless of price competition. This quality policy, in view of today's

prominent discussion of quality as opposed to price, is worth special note.

At the same time that experiments in cotton rug making were going on, the Callaway company purchased a factory which could turn out men's and boys' pants, trousers and breeches. This plant was set to the task of developing high grade cotton trousers, and there is a story that Cason Callaway brought to the factory samples of various high grade garments which he showed to the men experimenting.

"Keep these in front of you," he said, "and the poorest garment you turn out here must be better than the best of these samples. I don't care if you produce only one finished pair a month in the beginning, so long as you produce the best each time."

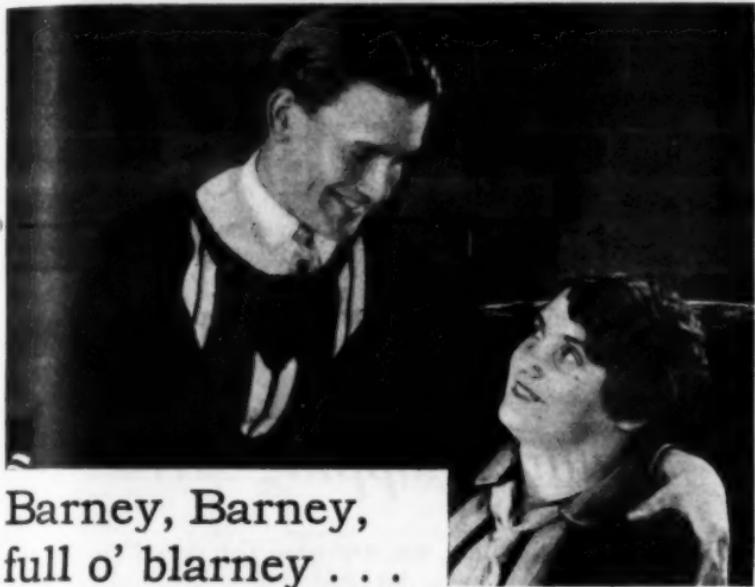
The Truline brand was the outcome of these experiments. According to Mr. Callaway, this finished product was built upon the same lines as Valway rugs. "The trousers were made from our own cotton fabrics, distributed through our own salesmen, and first advertised to the trade in 1927 in full pages in seven or eight business papers. Beginning in a small way, sales of this branded merchandise forced us within a year to double equipment and output.

"With these trousers, more particularly even than with our rugs, we were up against price objections. Dealers told us that the garments were too good for cotton pants. 'People do not want quality in such merchandise,' they explained. But if people do not want quality in such a line, we must be wrong. For we have not yet found that they do not. Sales continue to increase from month to month.

NEW USES

"We are constantly finding new uses for the cotton cloth turned out by this division, which was incorporated separately at the beginning of this year. We have, for example, developed a cloth with which Fifth Avenue Coach

(Continued on page 158)



Barney, Barney, full o' blarney . . .

You can tell by the twinkle in mother's eyes she suspects Barney of having an ulterior motive. Usually, when mother is complimented on her youthful figure, she feels a "touch" coming. She's well used to Barney's softsoap—but it nearly always works, nevertheless. What does he want this time? A new pair of spiked shoes? A canoe?

He's got another way too. Out-and-out razzberries! Big, juicy ones. "Mom, if my room doesn't get papered this spring, I'll sleep in the kennel and let the pup have my bed." "Pop, why not donate that hat to the home for old scarecrows?" Bon mots like that carry a hefty wallop, coming from him.

Whichever method youth employs, it usually crashes through with the goods. Boys have always wielded a potent punch in the family buying councils. And more and more they're swinging their influence behind well-advertised products.

Here are 500,000 of these chaps—man-sized—men in everything but years—who read **THE AMERICAN BOY**. 80% are of high-school age. Half a million Barneys, full of blarney, razzberries, and buying capacity. Advertise to these fellows in **THE AMERICAN BOY**. When they chuck their 500,000 mothers under the chin, have them rooting for your product. July forms close May 10th.



The **American Boy**

Detroit

Michigan

A New Book *on* Distribution

"Retail Shopping Areas"

This book, which was awarded the Bok Prize for Research, is a detailed study of department store retailing throughout the United States.

Maps in colors show the retail shopping areas of all cities and give a vivid picture of the approximate buying capacity of each county and of each group of counties clustered about the most accessible city having department store facilities.

The book is in three parts:

PART I groups the retail shopping areas according to the size of the shopping centers.

PART II gives the details, with colored state maps, for each of the 683 shopping areas.

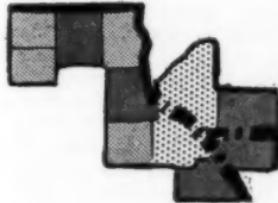
PART III lists each county in the country alphabetically by states and under each gives the names of all incorporated places.

An example of its use in sales work

An example of comparisons now made possible for the first time by "Retail Shopping Areas" may be made with Dubuque, Iowa and Springfield, Missouri.

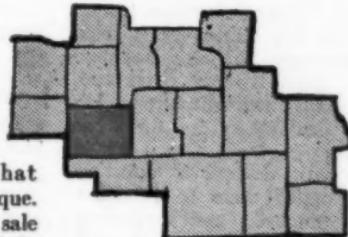
- (1) As cities they are about equal in population.
- (2) As a mass market Springfield is somewhat better.
- (3) As a class market Dubuque is much the better of the two.

Orders for this new book may be placed now. The price is \$10.00 per copy. Just fill in the coupon and mail it with remittance of price.



DUBUQUE, IOWA, with a smaller trading area ordinarily offers for products selling in larger units a better market. It has in its shopping area 60 people per income tax return while Springfield has 184. Dubuque's shopping area has 4,500 income tax returns as against 1,682 for Springfield.

SPRINGFIELD, MISSOURI, is somewhat more remote from any other large center and hence has a tributary shopping area somewhat larger than that of Dubuque. For products of low unit sale price Springfield is slightly better than Dubuque.



J. WALTER THOMPSON COMPANY

J. WALTER THOMPSON COMPANY
 420 Lexington Ave., Room 1110, New York, N. Y.
 Please send me.....copies of "Retail Shopping Areas" at \$10.00 per copy.

Name _____

Street _____

City _____ State _____

Selling at a Profit Today Depends Upon Adaptability

That Is Why the Holland Furnace Company After Dropping Dealers Twenty Years Ago Is Now Tying Up with Them Again

By Hartwell Chandler

ONE of the more plausible explanations advanced for the entry of the largest mail-order houses into over-the-counter retailing attributes the move to the realization that mail-order sales had reached their point of maximum growth. Practically all of the gains made in the last two years by Sears, Roebuck and Montgomery Ward, so the story goes, have been due to the increase in the number of their retail outlets. Mail-order sales have stood still.

True or not, these mail-order giants have apparently proved equal to the task of adapting themselves to present merchandising demands. Ability to do that seems to be the measure of many advertisers' success nowadays.

An interesting case in point is that of the Holland Furnace Company which for many years has sold exclusively through factory branches. Some twenty years ago this company started out with hardware dealers as its first-line distributing organization. After working with dealers a year or two, it dropped them to establish its own branches. Sales climbed rapidly. The company became known as one which doubled its business every second year. Now it is starting in to build up a retail dealer organization while maintaining its branches intact.

The big trouble with trying to sell furnaces twenty years ago through hardware dealers centered around the detail of installation. Dealers could and did dig out prospects and sell them. But they fell down when it came to installing the furnaces so they would deliver what their maker claimed for them. The job called for men who were specifically trained, and from that time on, no one has sold a Holland furnace who has

not first learned how to install it. The Holland guaranty came to mean something because only men who had been through the mill had anything to do with the selling or installation of the product. Consumers found the Holland salesman unwilling to sell them a heating unit unless he knew it would deliver the wanted results. They found him equipped and willing to render service long after the sale had been consummated. Thus a business grew from sales of a few thousands a year to \$15,000,000 in 1927. Branches sprang up from coast to coast until there are more than 500 of them today.

With a background such as this, why should a company like the Holland Furnace Company, remembering its unsatisfactory experience with hardware dealers, be interested in signing up the dealer again as a representative? There are some 1,500 cities and towns in this country with populations of 5,000 and upward. Consequently, there is still room for the expansion of branches. The hardware dealer, while a better merchant than twenty years ago, is probably no better prepared to install and service furnaces now than then.

Probably the best explanation of this company's new interest in dealers lies in the assertion that the dealer is in an excellent position to sell furnaces. The last few years have taught him a few things about merchandising. People are in the habit of coming to him in a buying mood. Where a furnace salesman working out of a Holland branch must go out and expose himself to prospective buyers, many of these selfsame prospects often walk into a dealer's place of business and expose themselves without the dealer having made any effort. Regardless of

TEN YEAR *Circulation Record*

DES MOINES REGISTER *and* TRIBUNE

Net paid average for 6 months ending March 31st

Daily

1928	—	228,428
1927	—	200,669
1926	—	171,820
1925	—	160,740
1924	—	144,011
1923	—	134,284
1922	—	124,040
1921	—	112,870
1920	—	115,867
1919	—	112,411

Sunday

1928	—	169,248
1927	—	159,047
1926	—	149,515
1925	—	139,032
1924	—	132,593
1923	—	124,620
1922	—	117,860
1921	—	98,982
1920	—	88,594
1919	—	71,715

who gets the order, the Holland company wants this business.

Boiling it all down, many manufacturers have reached the point where they realize that selling at a profit depends on their adaptability today. Where they have followed one method of distributing and that method seems to have hit the peak of its possibilities they are not losing any time in deciding to sell through new channels. A certain number of people will always prefer to buy in a retail store. Others prefer to buy from a skilled salesman in their homes. Such salesmen can demonstrate their products in the prospect's home and exert considerable pressure in closing—tactics which retail store surroundings are more apt to hinder than help. In any event, the object is to avoid missing any possibility of making the sale that looks as if it can be made at a profit.

"We have no illusions as to the dealer's ability to install our furnaces satisfactorily," says A. H. Landwehr, president of the Holland Furnace Company. "We are not expecting him to do this. What we want him to do is to sell furnaces. Our aim is a circle of dealers around each one of our branches. Installations will be handled entirely by our engineering department through the branch. When a dealer locates a prospect our salesmen will help him close the sale. We will finance time payments. The dealer will have no money tied up in inventories. About all we are asking him to do is to make use of his selling ability and to capitalize on the fact that he operates a good store where people come to trade.

"In signing up dealers we have discovered something about the cumulative effect of advertising, that vague, intangible asset so often talked about and so seldom encountered. In a sense, all the advertising dollars we have invested are coming back and starting to work for us a second time on our dealer extension program. We find dealers familiar with Holland furnaces because of our national advertising. They look on them as proved merchandise. Because of it, they look on us as

a national institution and for that reason our job of getting good dealers is not turning out to be especially difficult. Where we aren't able to get the dealer we want, we are staying out of that town entirely. But the results achieved by the dealers we placed franchises with last summer in our experimental work already indicate that they are going to deliver a sizable additional volume of sales."

Every advertiser who has weathered one or more periods of depression knows that one of the tests of a company's ability to grow and make money is its flexibility under conditions of stress. How well can it make use of the facilities at hand during times when there is no spontaneity to buying? How fast on its feet is the selling organization when new competition threatens? How easily does it fit its distribution plans to new channels or to old grooves once abandoned? Selling at a profit puts a heavy premium on this ability to adapt a business to changed conditions today.

So long as a business enterprise shows healthy increases in sales volume and profits each year, it is only natural that its management should think first of pushing into new fields. When the cream is off the market, new tactics must be adopted and often there is no reason why an advertiser may not go back to methods once rejected as impractical. The Holland Furnace Company, Mr. Landwehr says, is confident it will equal in the next five years, its accomplishments of the last twenty-one years. The carefully selected dealer, once rejected, is going to have an important part in the fulfillment of that program.

E. V. Weller Appointed by Campbell-Ewald

Earle V. Weller has been appointed Pacific Coast manager of the Campbell-Ewald Company, Detroit advertising agency. He will have general charge of the Seattle, Wash., Portland, Oreg., San Francisco and Los Angeles offices of this agency. His headquarters will be at San Francisco. He was formerly publicity director of the National Automobile Club and has been engaged in advertising work for over twenty years.

MILWAUKEE—First City in Diversity of Industry!

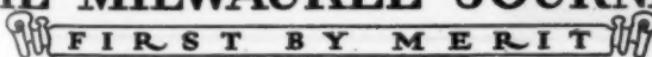
More Food for a Growing Market!

BECAUSE 1928 prosperity is creating more sales for all products in the rich Milwaukee-Wisconsin market, national food advertisers used 14.1% more paid lineage in The Milwaukee Journal during the first three months of the year than during the same period of 1927.

Of the 108 advertisers in this classification 63 used The Journal exclusively. And The Journal three months' national food lineage—174,221 lines—exceeded by 72,674 lines the total volume of the other two Milwaukee newspapers combined!

Whatever your product, sell it here through The Journal alone—read by more than four out of five Greater Milwaukee families and in the better class homes throughout Wisconsin!

THE MILWAUKEE JOURNAL

 **FIRST BY MERIT**

WISCONSIN—First State in Value of Dairy Products!

Accurate-Timely

“To be really great

*3 o'clock in New York. 2 o'clock in Chicago.
The bell on the New York Exchange
sounds the end of America's financial day.*



2:45 o'clock in Chicago. The Chicago Daily News Final Markets edition—telling completely and accurately the story of that financial day—is on sale.

It is the only Chicago evening newspaper published at any hour of the day containing the complete New York and Chicago, Stock and Bond, Exchange and Curb tables. Its tables also give the previous close, the closing price and the volume of trade in each security.

It presents in mid-afternoon a picture of the financial day not equaled in its completeness, accuracy and authority until the editions of the morning newspapers of the next day.

This financial service—made possible by a costly and elaborate revision of newsgathering and composition methods—is important in itself. It explains in part the keen interest in The Daily News by the business interests of Chicago.

It is more important as a criterion of newspaper enterprise. As in finance, so in every department, every day, The Daily News endeavors to issue *the most accurate, the most timely, the most complete daily newspaper in Chicago.*

The increasing support The Daily News receives from its readers and from advertisers both local and national is the measure of its success in this endeavor.

THE CHICAGO DAILY NEWS

Chicago's Home News

**ADVERTISING
REPRESENTATIVES:**

NEW YORK
J. B. Woodward
110 E. 42nd St.

CHICAGO
Woodward & Koehler
300 N. Michigan Ave.

DETROIT
Edward Fine

MEMBER OF THE 100

UP

el Complete

great newspaper must be all three"



THE "HI-LO" ROOM OF THE CHICAGO DAILY NEWS, scene of a daily fight against time which enables The Daily News to publish the final market quotations at 2:45 p. m. The Daily News is the only Chicago newspaper to adopt the more rapid—and more costly—system of hi-low hand-set type.

GOAILY NEWS

is Home newspaper

AGO
& K
sign

DETROIT
Edward & Kelly
Fine Arts Bldg.

SAN FRANCISCO
C. Geo. Krogness
253 1st Nat'l Bank Bldg.

E 100

UP OF AMERICAN CITIES



OKLAHOMA'S 1928 WHEAT OUTLOOK Is Good

OKLAHOMA'S 1928 wheat crop condition was above the ten year average on April 1st, while that for the entire United States had dropped to the third lowest total since 1879, according to Carl H. Robinson, federal crop statistician and Stuart L. Bryan, statistician for the Oklahoma state board of agriculture.

Oklahoma's winter wheat acreage for harvest in 1928 shows a 5% increase over the previous year, placing Oklahoma second among all the states in acreage of winter wheat planted in 1927 for harvest in 1928.

State-wide snows in mid-March, followed by warmer weather, then soaking rains in all parts of the state in April, have caused Oklahoma farmers to look forward toward a bumper wheat crop in 1928.

Conditions in the Oklahoma panhandle and the northwest section of the state are so infinitely better than a year ago, and the promise for the state as a whole so much better that Oklahoma farmers look for and expect a state production of around 60,000,000 bushels at this time.

Advertisers should bear in mind that The OKLAHOMA FARMER-STOCKMAN is the buying guide for 71.3% of all the farmers in Oklahoma's wheat belt.

178,591 COPIES EACH ISSUE

Carl Williams
Editor

The OKLAHOMA
FARMER-STOCKMAN
Oklahoma City

Ralph Miller
Adv. Mgr

Published by THE OKLAHOMA PUBLISHING CO.
THE DAILY OKLAHOMAN—OKLAHOMA CITY TIMES

Represented by E. KATE SPECIAL ADVERTISING AGENCY
New York Chicago Detroit Kansas City Atlanta San Francisco

Advertise to Your Stockholders

If Your Securities Are Widely Distributed, Advertise to the Entire Investing Class—Such Advertising Cultivates Good-Will for Products and Stabilizes Security Market

By Albert E. Haase

A JUNIOR partner of a stock exchange house whose customers included bank presidents and heads of large businesses and whose offices appeared to have been arranged by an interior decorator, told this story:

"One day, several years ago, two Greeks were shown into my office. Somewhere, somehow, they had been given our name—had it written on a slip of paper, as a matter of fact. They wanted to invest some money. I immediately thought of them as ten-share customers and referred them to an odd-lot house. That wouldn't do. What would we suggest they buy?

"I talked to them about Montgomery Ward. Told them that this stock, which was then selling at slightly better than fifty, should bring around \$120 within two years. 'All right,' said one of the two brothers, 'here is \$30,000 (it was all in cash), put it in that for us.'

"In the latter part of last year an envelope containing our regular monthly statement to 'our Greek account' was brought to me. As I looked over the account it occurred to me that it would be a good thing to tell these two men to take part of their profits by selling half of their holdings. The stock was then selling at a little better than \$100.

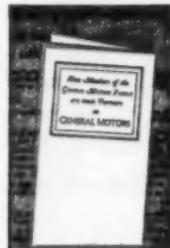
"You should have seen their faces when I told them to sell half of their Montgomery Ward at \$106. 'No sir. Nothing doing. You told

us it would be worth \$120 a share. Don't sell any until then.' They got \$120 a share for all of it. After the sale had been made I persuaded them to take their account to another house. That second meeting with them was enough. I realized then and there that if Montgomery Ward didn't reach \$120 some time

How members of the General Motors Family are made partners in GENERAL MOTORS

General Motors believes that employees in the plant, as well as executive officers, should have the opportunity to become stockholders, and thereby partners in the enterprise to the success of which they are contributing. Alfred P. Sloan, Jr., President of General Motors, has said on the subject:

"The prosperity that General Motors has enjoyed, naturally cannot be attributed to any single influence but on the contrary has resulted from the combined effort of many. The degree to which any institution permanently succeeds is tremendously influenced by the ability with which capital, labor and the management are co-ordinated in serving the public. . . Broadly speaking, I firmly believe that General Motors in the execution of these policies has justified itself not only as an economic and efficient instrument for the production and sale of merchandise, but in its public and industrial relations as well."



In addition to its Annual Report and Quarterly Statement of Earnings, General Motors issues special booklets from time to time for the information of its stockholders, employees, dealers and the public generally. Many of the principles and policies outlined in these booklets apply to every other business as much as they do to that of General Motors.

A copy of the booklet, *How Members of the General Motors Family Are Made Partners in General Motors*, together with the series of booklets to stockholders, will be mailed free upon request to Department B-2, General Motors Corporation, Broadway at 37th Street, New York, N.Y.

GENERAL MOTORS

"A car for every purse and purpose"

CHEVROLET • FONTIER • OLDSMOBILE • OAKLAND
BUICK • LASALLE • CADILLAC • All with Body by Fisher
GENERAL MOTORS TRUCKS • YELLOW CARS and COACHES
FRIGIDAIRE • The Electric Refrigerator

REO-GLINER Express Wagon

GENERAL MOTORS BUYS SPACE IN MEDIUMS READ BY INVESTORS IN ORDER TO GIVE THEM INFORMATION ABOUT ITSELF

in that year those two Greeks would wreck our office. I don't want any more of that kind of customer. They put too much faith in a broker's statement."

* * *

From a profit standpoint the Childs' restaurant business hasn't

been worth much conversation for the last year. Profits have slipped and the price of the stock has dropped. Investors who bought it at \$70 or thereabouts and have watched it go as low as \$40 have had reason for doing some thinking about that company's business methods.

Several weeks ago when officers and large stockholders of the company assembled for their annual

Each Year the Frontiers of Silence are Being Pushed Farther Back



FROM the day of Bell's historic "two-mile" conversation, the frontiers of the telephone have steadily been pushed back. Today it is possible to talk with practically anyone anywhere in this country and with many cities in foreign lands. In the Bell System, the number of inter-connected telephones is growing at the rate of about 800,000 a year.

Basic facts on A. T. & T. as an investment:

With its predecessors, the American Telephone and Telegraph Company has paid dividends regularly for forty-seven years. Its earnings assure an ample margin of safety above dividend requirements. Its stock is held by more than 430,000 investors. It is constantly seeking to bring the nation's telephone service nearer to perfection. It owns over 91% of the combined common stocks of the operating companies of the Bell System which furnishes an indispensable service to the nation.

Write for booklet "Some Financial Facts"

**BELL TELEPHONE
SECURITIES CO. Inc.**

195 Broadway  New York City

THIS ADVERTISING IN AN INVESTOR'S MAGAZINE SHOWS HOW THE TELEPHONE COMPANY CULTIVATES GOOD-WILL AMONG STOCKHOLDERS

meeting they found faces they had never seen before. Those faces were not belligerent. They were anxious. A woman stockholder arose and declared that the business had suffered because the company had stopped advertising in newspapers, and because it had removed most of the signs of identification from its windows.

A male stockholder got on his feet. It was his opinion that the company had run too far ahead of the public by its policy of eliminating all meat from its menu. "The public doesn't seem to care whether it gets dyspepsia or not," he said. "You have to give them what they want." Such remarks received considerable applause.

The president of the company was not at this meeting. Apparently he had expected the annual meeting to be of the usual variety.

These remarks and other comments made by other stockholders served only to turn the meeting into a defense of the president's policies. The stockholders were told that the president had built the business and that he knew what was best for it. They refused, however, to accede to such reasoning. They had money in the business and they would protect that money. The meeting consequently ended in a deadlock. It was adjourned with the understanding that it was to be reconvened after the president of the company had returned from Europe, and that he would then answer their questions.

* * *

At its last annual meeting an automobile shock absorber company decided to pass a dividend. A surgeon, who by years of constant day-in-and-day-out service to his community had been able to put away a surplus to provide for his old age, had invested from that surplus in an even 100 shares of stock in the company.

The passing of the dividend was a matter of some consequence to him. It worried him. The company's announcement on the passing of its dividend seemed unreasonable to him after he had studied its financial statement. That statement showed a very comfortable surplus. A request for information brought a curt reply in which the treasurer of the business declared that the company was not interested in stock speculators. The letter was an insult. It served only to make this stockholder believe that insiders were trying to shake out small holders.

This particular investor, it so happens, keeps circulars sent to him

by investment bankers on stocks which he buys. He takes into account the reputation of the investment house which puts on an issue, before he buys it. The house which brought out this particular shock absorber stock he had long considered as having an excellent reputation. It occurred to him to hold the investment house that brought out this issue responsible for correct information. A letter that asked for facts brought them. The dividend had been passed because both Ford and General Motors by adding shock absorbers as part of original equipment on their cars had taken business from companies that depended upon accessory dealers for sales for such products. This company, like others, consequently had to be prepared to engage in other lines of business and would, therefore, find it necessary to hold on to its surplus.

Such an explanation was logical and sensible and was accepted as such. It related a new condition which the entire automotive trade knew and understood, but which this company kept from its stockholders.

* * *

The owner of a large Southern department store bought a considerable amount of stock in a business whose securities had just been listed on the New York Stock Exchange. He bought this particular stock because of his knowledge of the product. He knew, from his own records, that the product was an excellent seller. Its sales had been climbing steadily.

Not long after he had made this investment the price of the stock dropped and continued to drop. Sales of the product in his store, however, increased and continued to increase. He held on for another year. Still the price of the stock did not increase. Something wrong somewhere.

From a report made by an investment counselor he learned that the stock had never been properly distributed and that officers of the company were responsible for much of the speculation in it. They had been "selling short."

He was told to take his loss and

forget it. He took his loss, but he didn't forget it. Instead of wiping all memory of this transaction out of his mind he proceeded to get revenge for his loss. He gave explicit orders to his employees to get all of that company's product out of his store and to see to it that none of it was ever carried again. Ever since he has taken especial delight in pushing in his



THE RECORD of MOON ACHIEVEMENT

Number of years in business	22
Number of Moon distributors	83
Number of Moon dealers	598
Number of foreign countries in which cars are represented and sold	47
Number of manufacturers started since Moon began	607
Number of independent manufacturers still building cars	36
Total value of Moon products in use	\$122,429,650.00
Total cash dividends paid	\$2,500,719.44
Increase in business last 7 years	612%

SIXES
and
EIGHTS **MOON** OUR
22nd
YEAR
MOON MOTOR CAR COMPANY, ST. LOUIS

THE INFORMATION THAT MOON GIVES IN
THIS ADVERTISEMENT IS OF GREAT IN-
TEREST TO INVESTORS

store the product of one of this
company's chief competitors.

* * *

The dumb stockholder is becoming articulate. These four incidents show four different ways in which he is asserting himself or endeavoring to assert himself.

The dumb stockholder is the small stockholder—the individual who owns ten or 100 shares of an issue of 100,000 or 200,000 or 1,000,000 or 2,000,000 shares of stock.

Business knows next to nothing about the small stockholder. It would be easier to find the total number of pomeranian pups in this

country than to get an actual estimate of the number of individuals owning stock in business enterprises.

An anonymous writer on this subject in a book called "The Small Stockholder" (published in 1926) after commenting on the fact that business has statistics on every subject except on "who owns business" estimated the number of stockholders in American corporations at 7,000,000.

At the end of 1927 General Motors had 66,209 stockholders—an increase of 15,840 over the number shown in 1926. The American Telephone and Telegraph Company at the close of 1927 reported 423,580 stockholders—an increase of 24,459 over 1926. With the increases shown by these two companies, and others that might be cited, it is safe to add another 1,000,000 to the 1926 estimate of 7,000,000. These figures represent a conservative guess.

The attitude of business in general toward the small stockholder today can be summarized in some such statement as: "What of it? We didn't create him. He bought the stock. He wants to gamble. If he can't stand losses there are other places for him to keep his money. The savings bank for instance."

A disclaimer of responsibility doesn't meet the situation. It is true that stocks are purchased from brokers and investment banking houses but the securities come from owners of business enterprises. Such businesses, consequently, can justly be held to be indirectly responsible.

If the present-day attitude of ignoring the small stockholder or of dismissing him by a disclaimer of responsibility for his existence continues what can the dumb stockholder do when he becomes articulate? Can he harm business?

He can turn to the broker who sold him stock. Generally speaking however, the broker will not take much interest in the matter. The broker is too far removed to have much influence. The amount of future profit is too small to cause him to exert himself.

The small stockholder, himself, can turn to the investment banking

house that originated the issue. Theoretically, that house should be his source of help. In theory, the investment banking house is a trustee for the investors to whom it has sold an issue of stock.

There are several weaknesses in the investment banker system, however, that prevent an investment banking house from being an institution through which the small stockholder can make himself effectively felt. The first weakness, as one authority points out, is that the investment banker sits at two tables—the stockholder's table and the management's table. It is his job to sell the money of his customers to business, as well as the securities of businesses to his customers. This means that although he may be very conscious of the fact that when he sits as a member of the board of directors of a business whose securities he has sold to the public that he is representing the public, he is also very mindful of the fact that he might again sell money to that business. Another weakness insofar as the stockholder is concerned is that the banker cannot always continue to hold his seat on the board of every company he finances. Still another disadvantage is found in the fact that he does not always have sufficient power to take over the management of a business that has been mismanaged. Furthermore, he has no great desire to run industrial enterprises, popular opinion to the contrary notwithstanding. By and large there is not much hope for the small stockholder in investment banking quarters, except in cases of necessity where there has been gross mismanagement of business.

If the small stockholder cannot obtain satisfaction from the company in which he holds stock, from the broker who sold him his stock, or from the investment banker who originated the stock, what is he going to do about it? Organize a permanent national protective association?

That thought has occurred to many minds who have given study to this subject. The idea, however, is not practical. It has been
(Continued on page 164)

SECOND

Herald and Examiner	435,074
Boston Post	404,661
New York Times	392,800
N. Y. Herald-Tribune	302,598
Philadelphia Inquirer	291,727
New York World	335,880
Kansas City Times	242,559
St. Louis Globe-Democrat	262,712

A. B. C., Sept. 30, 1927

largest morning newspaper circulation *in America*

★ Standard Size Newspapers

THE CHICAGO
HERALD *and* EXAMINER

National Advertising Manager—J. T. McGIVERAN

EUCLID M. COVINGTON T. C. HOFFMEYER
285 Madison Avenue, New York 625-6 Hearst Bldg., San Francisco



MUSICAL INSTRUMENTS

*Purchased in the United States
last year amounted to*

\$401,581,000

Of This Volume

New York Purchased

\$38,193,000

THE NEW YORK
EVENING JOURNAL
LED ALL NEW YORK DAILY AND
SUNDAY NEWSPAPERS IN
MUSICAL INSTRUMENT
ADVERTISING IN 1927



Business is Good
in the
New York
Market
for
Advertisers
in the

NEW YORK JOURNAL

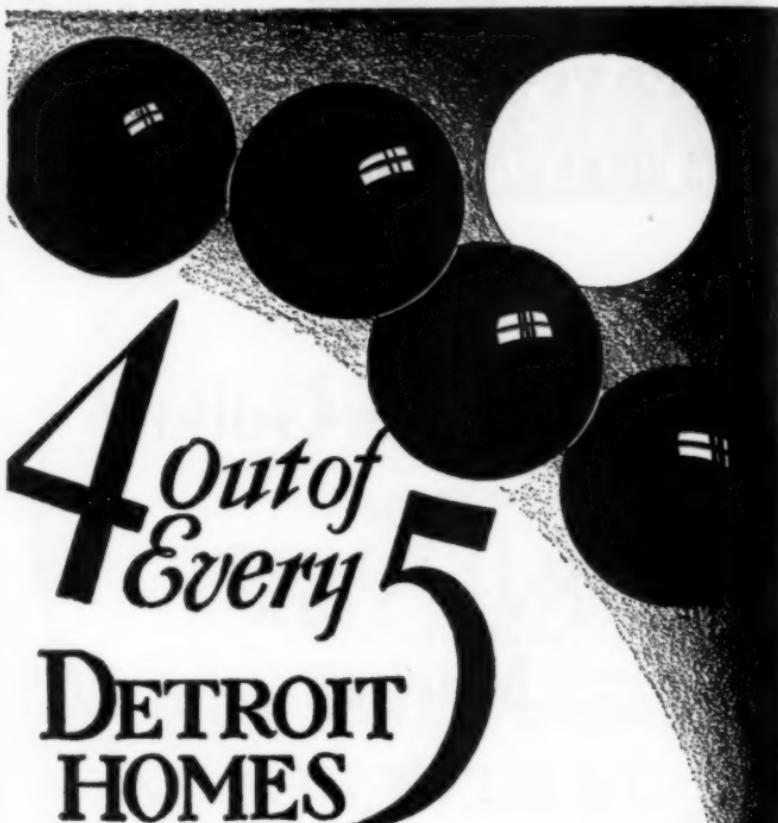
**CIRCULATION FOR SIX MONTHS ENDING
MARCH 31, 680,115 DAILY NET PAID**

*Greatest Circulation of any Evening Newspaper in America
and a QUALITY Circulation at THREE CENTS a Copy Daily
and FIVE CENTS a Copy Saturday*

913 Hearst Building
Chicago, Ill.

2 COLUMBUS CIRCLE
New York City

General Motors Building,
Detroit, Mich.



4 Out of Every 5 DETROIT HOMES

taking any English newspaper get The Detroit News. For more than 55 years this proportion or practically this proportion of Detroit's home makers have read this newspaper. Is it any wonder then, that advertisers seeking both prestige and sales volume should turn to the one newspaper that blankets America's fourth city so thoroughly that it, alone, will adequately sell their products to the community?

The Detroit News

The HOME newspaper

Member of 100,000 Group of American Newspapers

New York Office

L. A. KLEIN, 50 E. 42d St.

Chicago Office

J. E. LUTZ, 6 N. Michigan

The New England Farmer Is on His Way Back

Adaptation of State Grades and an Official Label First Step in
Co-operative Effort to Get Better Marketing for Farm Products

THE New England manufacturer is making determined efforts to win back the business and the prestige which, he feels, has been allowed to drift from New England to other sections of the country. Working through the New England Council and through other co-operative organizations he has accomplished much and is preparing the ground for a great deal of productive effort.

The New England farmer also has been a sufferer from the trend of business away from New England. Anyone familiar with the rugged landscapes of the Northeastern States knows that farming in this section is a problem quite different from that enjoyed by the more fortunate farmers of the Middle West. Yet during the last few years dairy-ing, in particular, has undergone a renaissance in New England which is astonishing to outsiders unfamiliar with the situation. Another branch of farming which has undergone a rapid change is the old Vermont industry of producing maple sugar and maple syrup. Poultry farming has also shown an encouraging effort to capitalize on those familiar terms of the hotel menu, "Vermont Turkey" and "Rhode Island Duckling."

As the latest step in bringing back the profits to farming in New England, the farmers of that section in encouraging numbers are turning to the use of official State grades and standards and the "New England Label" which may be employed under authorization

of the State Commissioners of Agriculture. In every State except New Hampshire, where no legislation enabling the Commissioner of Agriculture to promulgate official State grades as contemplated in the "New England



THIS LABEL MAY BE USED BY FARMERS UNDER PROPER AUTHORIZATION

"Farm Marketing Program" has been passed, grades and standards have been under consideration and have been promulgated for a variety of products.

Use of the standards and the label either has been or will be begun by large numbers of producers when the seasons for the various products arrive. In Vermont, maple products prepared in conformity with State grades and bearing the official label are now being sold according to the Vermont Division of Markets.

The "New England Farm Marketing Program" was drawn up by the Agricultural Committee of the New England Council in co-operation with the several State Commissioners of Agriculture.

Under the program, legislation was passed in five States giving the Commissioners of Agriculture power to establish, promulgate, supervise and police official State grades and the use of an official label. The enabling legislation was secured entirely through the efforts of the proponents of the project in the several States.

In turning toward standardization and labeling, New England farmers are doing nothing unique, but are merely making use of an "economic tool" that has been and is being used successfully elsewhere. Farmers in other sections are already grading and labeling, aided and stimulated by the United States Department of Agriculture, which is urging throughout the country the desirability of modern marketing and standardization of products.

This grading and labeling is expected to result in definite advantages for both producer and consumer, according to Dr. Arthur W. Gilbert, Massachusetts Commissioner of Agriculture.

"The advantages of grading to the producer," says the Commissioner, "are based upon the preference of consumers for graded products. Consumers are demanding standard packs and grades of guaranteed quality. In order to compete with shipped-in products, the local fruit and vegetable producer must grade his products and pack them attractively. Those producers who have established their individual grades and trademarks have seen the beneficial results. The New England grading program will supply a large volume of graded products from all parts of New England, will identify the locally produced and fresh products, and will undoubtedly enable producers to get better prices for locally produced goods of superior quality.

"From the point of view of the consumer," he continues, "grading supplies products of dependable and uniform quality under official grade names. The grade name carries with it a guarantee that the product meets certain requirements for quality, and the guarantee is supported by frequent and

careful inspections by State agencies. The grades provide a common language for the use of producers, dealers and consumers. The grading program does not eliminate the lower grades from the market. The consumer can buy these grades at lower prices, but when he buys these lower grades, he knows the quality he is getting."

In Maine, Vermont, Massachusetts, Rhode Island and Connecticut, State Commissioners of Agriculture, in co-operation with other agricultural interests, in recent months have been considering grades and standards for a variety of products, and hearings have been held at which the suggestions of producers have been welcomed. In Vermont, besides the State grades for maple sugar and maple syrup, standards are under consideration for eggs, potatoes, and apples. In Maine, the apple law has been brought into harmony with the official United States grades, and standards for eggs are under consideration and will probably be promulgated soon. In Rhode Island, grades have been promulgated for apples and eggs, and are being framed for bunched radishes, bunched beets, bunched carrots, and bunched turnips. In addition, grades for asparagus, celery, strawberries and potatoes are being considered.

In Massachusetts standards have been promulgated for asparagus, bunched carrots, bunched beets, bunched turnips, bunched radishes, celery, strawberries, and eggs, and are under consideration for cucumbers, tomatoes, cut turnips and cut carrots, and blueberries. In Connecticut grades have been adopted for beets, carrots, turnips, radishes, and eggs, and are under consideration for strawberries, celery and asparagus.

There are six steps in the New England Council Agricultural Committee's Farm Marketing Program. The first four had to do with the securing of legislation permitting the Commissioners of Agriculture to establish, promulgate, supervise and police official grades and the use of the "New England Label." The committee

Indianapolis

— *the gateway to a
2,000,000 population market*

INDIANAPOLIS, the dominant city of Indiana influences a market area comprising nearly two thirds of the state and nearly two thirds of its population. The influence of other large cities no more than touches the outer rim of the Indianapolis Radius . . . Powerful coverage of The INDIANAPOLIS NEWS throughout this rich market gives you advertising prestige with the economy of one-paper concentration.



***The INDIANAPOLIS NEWS
sells The Indianapolis Radius***

DON BRIDGE, Advertising Manager

New York: DAN A. CARROLL 110 East 42nd St. Chicago: J. E. LUTZ The Tower Bldg.

NEWS 1927 LINAGE LEADERSHIP WAS THE GREATEST IN HISTORY

co-operating with all agricultural interests throughout New England—although New Hampshire has no provision for grades and use of the label at present, Granite State agriculturists are much interested in the success of the program—is now engaged in the fifth step, dissemination of information about the grades and standards among New England agricultural producers, with a view to securing speedy adoption of the grades and the label by the producers themselves. In this movement, granges, agricultural colleges, extension services, farm bureaus and county agents and numerous other organizations and individuals are co-operating.

The sixth step in the Agricultural Committee's long range plan provides for a thorough survey of the economics of New England farm marketing, especially with reference to the type of organization best suited to the development of co-operative efforts among New England farmers in meeting their marketing problems. But for the present, according to its decision at the annual New England Conference in Springfield last fall, the Council's Agricultural Committee is bending every effort, with the help of the co-operating groups, toward the widespread adoption of the grades and standards by the producers, so that the graded and labeled products will be available in sufficient quantity to meet the demand.

The label, a black and white reproduction of which accompanies this article, is in color. The band across the middle, which in the reproduction is marked "Rhode Island A Grade," naturally changes its lettering with each product and State. The oblong space at the bottom of the label is changed in each State to carry the name of the local Commissioner of Agriculture.

It is too early to make any definite prophecies regarding any possibility of a co-operative advertising campaign on the part of New England farmers. This would seem, however, to be a logical step and it is hoped by a number of prominent agriculturists that the

farmers will see their way clear to doing some advertising in New England newspapers at least. That some such action would be extremely helpful is shown by the fact that recently one of the large New England grocery chains contracted for large quantities of creamery butter from Middle Western sources and featured this stroke of business in its advertising. A successful campaign on the part of New England farmers would, it is believed, obviate such happenings as this.

Purchases "The Indiana Farmer's Guide"

William G. Campbell is now publisher of *The Indiana Farmer's Guide*, Huntington, Ind., as the result of the organization of The Indiana Farmer's Guide Publishing Company, which has purchased the *Guide* from B. Kirk Rankin, Nashville, Tenn. Mr. Campbell has been general manager of the *Guide* for the last four years and previously was executive secretary of The Agricultural Publishers Association, Chicago.

T. L. Wheeler, who for many years has been editor of the *Guide*, continues with the paper as editor-in-chief.

Joseph Richards to Direct Cast Iron Pipe Campaign

The Cast Iron Pipe Research Association, Chicago, has appointed the Joseph Richards Company, New York advertising agency, to direct its advertising account. Magazines and business papers will be used.

Oak Flooring Account to N. W. Ayer

The Oak Flooring Bureau, with headquarters at Chicago, has appointed N. W. Ayer & Son to direct its advertising account. It will be handled through this agency's Chicago office. Magazines and direct mail will be used.

Appoints Lord & Thomas and Logan

The San Francisco office of Lord & Thomas and Logan has been appointed by the S. T. Johnson Company, Oakland, Calif., manufacturer of oil burner equipment, to direct its business-paper advertising.

Ralph W. Merrill with Henri, Hurst & McDonald

Ralph W. Merrill, formerly of Merrill, Price & Taylor, Inc., Chicago advertising agency, has joined Henri, Hurst & McDonald, of that city, as an account executive.



CC O prepare delicious Shoestring Potatoes like you see in this picture merely take one and one-half pounds of Irish Potatoes—scraps and pare them—cut into matchstick strips. Then rinse, dry on a towel, put into a frying basket and fry in deep Mazola, hot enough to brown a bit of bread in one minute, 395 degrees F. Drain on paper, dust with salt and serve.

Mazola is perfect for deep frying—it has the delicate flavor of the hearts of corn from which it is prepared—a flavor so dainty it blends immediately with the frying foods.

"The Modern Method of Preparing Delightful Foods" is a remarkable book by Edna Bailey Allen. Every progressive woman should have a copy. Send 10 cents postage and money with the coupon in the right.

MAZOLA CORN OIL
MAZOLA CORN OIL
MAZOLA CORN OIL
MAZOLA CORN OIL

THIS Mazola advertisement is bound to be interesting to the housewife who does her own cooking. 2,000,000 such women, wives of Wage Earner husbands, are now reading this Mazola ad for the first time, in

True Story
"THE ONLY MAGAZINE THEY READ"



"There seems to be no help for it. Business, for a while, at least, is going to be ruled by that fickle jade, BEAUTY, with her emotionalism... and her wild whims and her soft answers"

from the leading article in *Printers Ink*, April 5th
by Bertram R. Brooker

FOR the manufacturer who has styled his product in accordance with this modern demand for BEAUTY, there is one magazine of large circulation that offers him an ideal background for his advertising message. And... of course, every month more advertisers realize this.

The March Delineator showed an increase in advertising lineage over last March of 25%, the April Delineator of 40.2%, the May Delineator of 46%.

And... hand in hand with these advertising increases go circulation increases that guarantee the attention of a constantly greater number of modern American homes seeking, with Delineator

THE ART OF GRACIOUS LIVING



Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

The Score at the End of the First Quarter—

in display lineage
local and national
for the first three
months of 1928
compared to the
same period of
1927

LINES

Detroit Times	GAINED	260,470
Detroit News	Lost	218,400
Free Press	Lost	88,438

“The trend is to the Times”

Single Sentence Retail Sales Talks for Clerks to Repeat

Giving Retail Salespeople a Definite Statement to Make While Selling Your Product May Help, through Repetition, to Build Acceptance and Satisfaction

By Frank W. Lovejoy

Sales Executive, Vacuum Oil Company

THAT we have very definitely reached a point where little more can be done in reducing the cost of production to offset the increasing cost of selling is generally acknowledged.

As industry settled down to the intensity of meeting the elastic post-war competition and the leaders in each line either merged to form more powerful units or stepped out as individuals to establish themselves as outstanding leaders, reducing production costs was inevitable.

With the consequent broadened sales ambitions which these concentrated marketing plans created, there seems to arise a constantly increasing marketing cost and the merchandising end of business is confronted with the very real problem of making its every move a profitable one—or profits go a-glimmering.

Having had such success in reducing production costs, manufacturers are now turning their attention to studying marketing costs with the same degree of intensity. In the analysis which such studies develop the most fertile field for further reducing the marketing overhead centers around the retail outlets which are the eventual contacts with the consuming public—putting more goods through these channels at no increased cost means real advancement.

Probably the most outstanding need in these retail outlets is the education of the thousands of retail clerks, who hold within their grasp the ultimate destiny of the manufactured product. The picture is clear, up to the point of these salespeople. Most of the merchandising savings, up to where the education of these clerks is involved, are within the control of

the manufacturer. Then comes, as a rule, a disappointing void.

Motion pictures, illustrated sales presentations, sales manuals, group training, booklets—thousands upon thousands spent to educate the mass mind, represented in the retail group, but little of a real practical nature which the clerk can assimilate quickly and retail convincingly to the consumer. Frequently the retail clerk, through intensive dealer-help material, is left with an excellent background, but must interpret that favorable impression in his own peculiar and novel way.

Just why this difficulty? As a rule, a misconception on the part of the manufacturer of the absorptive power of the lay mind, as represented in the clerk, and a failure to realize that few individuals possess the power to impart to others their own confidence or faith unless supplied with the actual phraseology of that faith. Repetition makes it a vital part of their own conception, thereby creating through that repetition to the consumer the popular impression of a product. As an example, let us consider the value of a short retail sales talk.

A GUIDE IS NEEDED

The majority of retail sales take comparatively few minutes to consummate. The consumer, given too much choice without some directive guidance from the clerk, takes up too much time—expensive time which eats into profits.

The clerk, left to do the guiding of the buyer without a simple short and effective retail sales talk, is at a loss to create one for himself. With no definite convincing statement to make, he, as a rule, says nothing or bungles through

with an inane remark, usually aimed to agree with what is thought to be the consumer's preference. Anything to get the sale over with and on to the next one.

It is said of Benjamin Franklin that he had a keen sense of this value of time. Once a man went into his shop to buy a book. Franklin quoted the price. The customer objected. Franklin raised the price. Again, the customer protested. Franklin immediately raised the price again and when asked why such an expanding price range, he said: "To pay for the time used in dickering."

How much better for the manufacturer to supply retail clerks with a short sales talk, "canned" if you like, in fact several of them, which will take but a few seconds to repeat, yet soon can be made to become the basis for the consumer's favorable impression and in turn establish a phraseology to be used in talking about the purchase at home.

Take gasoline, for instance—a product dispensed through some 250,000 retail outlets over the United States. Rarely has the station attendant, as a class, ever conceived the need for saying anything about the product he dispenses. As a rule, if he says anything his conversation begins and ends with a query as to the number of gallons desired and the cost of the gas.

The result, we find, is that gasoline is very universally delivered in the same way from almost every pump. It is selling for anywhere from 11 to 27 cents and a large roving consumer public, with little or no definite impression of true quality or its worth, still represents an unconvinced market group.

GETTING AWAY FROM "GAS AT A PRICE"

To the gasoline refiner who will study his merchandising costs and center attention upon the retail sales clerk, giving that individual some short sales talks which will embody the essential qualities of the product sold, there is an excellent opportunity to step out of the realm of "gas at a price" into the very much more profit-

able phase of a specific gas at a very definite price. In this way the consumer would soon learn to feel that the gas is worth what he pays for it because the salesman who sells it to him, and who ought to know more about it than anyone else, says that it is a good gas.

Conceive a station attendant fulfilling a motorist's wants and saying:

"You want the best, so I gave you Redfeather"; or

"Redfeather is the finest quality gasoline"; or

"Notice how your car picks up with this Redfeather gasoline"; or

"More miles per gallon with Redfeather."

Any one of these short retail sales talks could be easily learned by the station attendant and repeated in a few seconds, eventually creating in the consumer's mind something satisfying which would eventually become the popular conception of the particular brand sold.

I watched women buying thread in a dry goods store recently. Most of it just thread—standard makes possibly, but rarely a word of praise or satisfaction from the clerk as each woman made her purchase. Suppose as each purchase was made the clerk said:

"Canter thread—most women prefer that"; or

"Canter thread—it's the strongest made"; or

"That's the best quality—Canter's."

Can't we visualize the buyer using the thread with greater satisfaction and in turn imparting her own easily assimilated favorable impression to the rest of her family? If the thread breaks it is her fault, not Canter's, because he makes the strongest. Isn't it reasonable to conceive Canter's thread then becoming the standard by which other threads are judged?

The popular impression is that advertising in itself can do all this. Experience shows, however, that too much is expected of advertising. Many manufacturers have falsely expected advertising to create overwhelming "demand" for their goods, when the best it can possibly do is to establish

V O G U E

will be published
FORTNIGHTLY



© 1928 THE CONDÉ NAST PUBLS.

Beginning with the issue of September First, 1928, *Vogue* will be published every two weeks, or twenty-six times each year . . instead of twice a month, or twenty-four times each year, as it is at present. This increase in issues is necessary to keep *Vogue*'s detailed, instantaneous reports synchronized with those swift changes which, in the world of fashion, are daily growing in momentum . . And it offers advertisers two more opportunities, each year, to place their products before a most influential and responsive audience of 141,000 fashionable, well-to-do women, through the one magazine whose style authority is accepted as final in both hemispheres.

"acceptance." This "acceptance" can be partially transformed into "demand" by the dealer who reaches the consumer in a way no advertising ever does, if he will interpret the good-will created by advertising into a practical, positive statement through the short retail sales talk—a short sales talk, easily learned, pleasing to hear and convincingly effective.

Thus making better salesmen out of clerks will sell more goods in the same sales time. Increased volume in the same period of sales contact makes additional profits with lower overhead cost—the aim of all modern marketing.

C. H. Dowd Joins Clarence Hodson & Company

Charles H. Dowd, for the last fourteen years with Ray D. Lillibridge, Inc., New York, during six of which he was vice-president, has resigned to join Clarence Hodson & Company, New York, investment bankers, as advertising and sales promotion manager. He will continue as a director of that company.

A. B. Gary Advanced by National Cash Register

A. B. Gary, sales promotion manager of the National Cash Register Company, Dayton, Ohio, has been appointed advertising manager. He will continue to direct sales promotion as well as these two activities have been combined under one department to insure greater efficiency and co-operation.

"Chain Store Review" Opens Chicago Office

Chain Store Review, New York, has established an office at Chicago, with J. G. Prouse in charge as central advertising director. He was formerly associated with the Chilton Class Journal Company in its Cleveland office.

J. C. McGrath with Sears, Roebuck

James C. McGrath, for three years with the New York editorial staff of *PRINTERS' INK*, has joined Sears, Roebuck & Company. He will be located in the New York advertising office.

G. E. Harriman Joins Arthur R. Sternau

George Egerton Harriman has joined Arthur R. Sternau, Philadelphia, advertising. He was for some years with the Philadelphia *Public Ledger*.

S. Q. Shannon with Charles S. Clark Company

Stephen Q. Shannon, advertising manager and manager of the creative department of the Buzzza Company, Minneapolis, art publisher, has joined the Charles S. Clark Company, New York, in a similar capacity. The Charles S. Clark Company was recently merged with the Buzzza Company to form Buzzza-Clark, Inc., a holding company, with both firms continuing in operation in their respective cities under their own names.

Now Cox & Silver, Inc.

Cox & Silver, Inc., has been incorporated by Oliver Cox and Ralph Silver to take over the business of the Cox Advertising Agency, Birmingham, Ala. Mr. Cox is president and Mr. Silver, secretary and treasurer of the new corporation. Mr. Silver joined the Cox agency last December after having been advertising manager for twelve years of the American Cast Iron Pipe Company, Birmingham.

O. L. Bruns Joins "Hardware Dealers' Magazine"

O. L. Bruns, for the last three years representing the Kansas City, Mo., *Star* in the Chicago territory, has been appointed Western advertising manager of the *Hardware Dealers' Magazine*, with headquarters at Chicago. He was at one time with *Field and Stream*.

Sound-Proofing Account to Hurja, Chase & Hooker

The Stevens Sound-Proofing Company, Chicago, maker of the Stevens system of sound-proofing for offices, schools and public buildings, has placed its advertising account with Hurja, Chase & Hooker, Inc., Chicago advertising agency. Architectural and building magazines will be used.

R. D. Jackson, Sales Manager, General Office Equipment

R. D. Jackson has been appointed sales manager of the General Office Equipment Corporation, New York, directing the activities of both the Elliott-Fisher and Sundstrand Divisions in this country. He was formerly assistant to P. D. Wagoner, president of the Elliott-Fisher Company.

Parke, Davis Appoints Blackman Agency

Parke, Davis & Company, Detroit pharmaceutical and medical supplies, have appointed the Blackman company New York as advertising counsel. Plans are under way for a campaign to be conducted this summer.



SURVEY REPRINTS

REPRINTS of the first two WORLD inserts covering the Survey of Greater New York, made by the Bureau of Business Research of New York University, are now ready for distribution and will be sent on request.

If you have not preserved the various publications carrying these inserts, the form in which they are now available makes it easy to file them for reference.

Address Advertising Department

The  **World**

63 PARK ROW, NEW YORK



A New Medium

with a New Technique
and New Opportunities

NO other vehicle for sales advertising has ever advanced so rapidly in business favor as radio broadcasting.

Six years ago an experimental field into which a few adventurous advertisers entered with some doubts and misgivings, radio broadcasting is now accepted as a tested and proved collateral method of reaching efficiently and profitably our great American market.

An entirely new advertising technique has been quickly developed for this new medium—founded, it is true, on the same common-sense principles as all other successful advertising—but more intimate, more subtle, appealing to the ear instead of the eye, adapted for the use of “time” rather than “space,” and with new and varied possibilities of “copy appeal” far beyond the limitations of the printed word.

Our own clients will spend this year considerably more than a million dollars in radio broadcast advertising. They include the following:

ASSOCIATED OIL COMPANY (CALIFORNIA)
 BRUNSWICK-BALKE-COLLENDER COMPANY
 CALIFORNIA FRUIT GROWERS EXCHANGE
 CITIES SERVICE COMPANY
 HURLEY MACHINE COMPANY
 INTERNATIONAL MERCANTILE MARINE
 PALMOLIVE-PEET COMPANY
 RADIO CORPORATION OF AMERICA

Our volume of advertising "on the air" is due in no small measure to the initial success of the Cities Service Hour, which created strong convictions in our minds as to the value of the new medium.

At the end of 1927 a survey was made among the sales staffs of the various divisions and subsidiary companies of the Cities Service organization. This disclosed that the men who are selling Cities Service products and services rated broadcasting first in point of effectiveness among the advertising mediums which had been used in the 1927 campaign.

The radio audience is so vast and so receptive that broadcast advertising brings a sure and rich return when adequately and wisely used in conjunction with campaigns in the other mediums.

The microphone carries on where the printing press leaves off.

LORD & THOMAS AND LOGAN ADVERTISING

CHICAGO
 400 N. Michigan Avenue

LOS ANGELES
 1151 South Broadway

NEW YORK
 247 Park Avenue

WASHINGTON
 400 Hibbs Building

LONDON
 Victoria Embankment

SAN FRANCISCO
 225 Bush Street

Each Lord & Thomas and Logan establishment is a complete advertising agency, self contained; collaborating with other Lord & Thomas and Logan units to the client's interest.

A FEW weeks ago, two or three important agency men arrived unannounced in Detroit. They did not come to The Fourth City to see Mr. Ford, or the Ford Airport, or the Woodward Avenue 204 foot superhighway.



They came in the interests of a client. In other words they were looking a bit behind the scenery of the A. B. C. statements of Detroit newspapers. To make a long story short, they were trying to pick a medium for their clients that

would produce *profits* from the agate lines already to be injected into the Detroit area.



The result of this interviewing Detroit face to face was an *exclusive* rotogravure contract for The Detroit Free Press on toiletries made famous by the name "Pinaud."



Further than this deponent need say nothing.

The Detroit Free Press

VERREE &

National

New York

Chicago



CONKLIN, INC.

Representatives

Detroit

San Francisco

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Newspapers to Smoke Out Merchandising Service Problem

American Newspaper Publishers Association Also to Make Survey of News Value of Radio Programs—Report on Federal Trade Commission's Move to Settle Case Out of Court

HOW much are advertisers influenced in their selection of a newspaper by the availability of merchandising service? An answer to this question is important because it determines, first, whether merchandising service should be maintained and, second, to what lengths it should go. For instance should the newspaper merely help in furnishing dealer mailing lists, and conduct local surveys, or should it extend its service to obtaining orders for the advertised product and taking care of window display installation?

There is a wide variance of opinions among newspaper publishers on this important subject, as is evident by the frequency with which it comes up for discussion. The question had its place, once again, on the program of the convention at New York, last week, of the American Newspaper Publishers Association. It was worded as follows:

"Is merchandising by newspapers creating real advertising, or is it trading advertising for service; does it create more or less confidence in the results obtained from newspaper advertising?"

In the discussion which these questions precipitated, it was stated that the generally accepted viewpoint is that the cost of newspaper merchandising service is part of the advertising rate of the newspaper supplying it. Accordingly the logical thing to do is to give those forms of service that the newspaper can give, cheaper or

better than an advertiser or an advertising agency can do for itself. Those forms of service that the advertiser or his agency can perform better or cheaper than the newspaper should not be indulged in by the newspaper.

These opinions are in line with the findings of a research conducted by the Association of National Advertisers and presented before a meeting, last July, of the Association of Newspaper Advertising Executives.

Specifically, in answer to the question whether merchandising service contributed to national advertising in newspapers, it was said that the right kind of constructive service had done so, that like any other service, its merits or demerits depended upon the form of each individual merchandising service.

For that reason, publishers were urged to do whatever they promised to do and to make certain that the individual responsible for its execution was someone who could do it right.

Advertisers, it was stated, should be careful to buy a paper and not its service. Weak papers can build a service department in comparatively short order, whereas it takes years, and sometimes generations, to build a good paper. Therefore, it was pointed out, advertisers should be cautious not to buy, and publishers should be diligent not to sell, a merchandising service first, and the paper secondarily. Merchandising service is purely incidental. The situation was summed



EDWARD H. BUTLER
NEW PRESIDENT, A. N. P. A.

up in the descriptive statement that the medium is the big tent and the service a side-show.

The principal participant in the discussion on this subject was Don Bridge, manager of national advertising and merchandising of the Indianapolis *News*. In order that there might be a thorough understanding of what members are doing, it was determined that the president should appoint a committee to make a survey of merchandising services, and ascertain the experiences of members as to their benefits and disadvantages.

Another incident that developed at the convention which is of great interest to the advertising fraternity was the announcement of Lincoln B. Palmer, general manager of the association, regarding the latest turn in the association's prosecution by the Federal Trade Commission. The association, together with the American Association of Advertising Agencies, Southern Newspaper Publishers Association, American Press Association and the Six-Point League, has been made the defendant in a case which charges unfair competition and restraint of trade. Since the previous convention, the Federal Trade Commission has conducted hearings in a number of cities. Volumes of testimony have been taken from advertisers, publishers and agency representatives, who have been called as witnesses.

It was explained that negotiations between attorneys have been pending for several months, following the suggestion of the Commission for settlement of the case. Mr. Palmer stated that the Commission had completed its case and the prosecution was at an end. The lawyer for the Commission is drawing up a brief which is to be

passed to lawyers for the defense, who will prepare a brief in reply. The Examiner will go over these briefs and make his findings as to what has and what has not been proved, then conferences will be held to iron out difficulties.

Inasmuch as all the hearings so far conducted have been those called for the prosecution, with no hearings called for by the defendants,

this action on the part of the Commission is interpreted as a short cut to bring the case to an end.

During the year there have been started several ventures in the publication of so-called Shopping News, sheets started by retailers or by individuals to carry merchants' advertising in competition with the advertising pages of newspapers. Following a discussion on this topic, S. E. Thomason, publisher of the *Tampa Tribune* and *Greensboro, N. C.,*

HARRY CHANDLER
ELECTED VICE-PRESIDENT



Daily Record, offered a resolution to appoint a committee to make a survey of the Shopping News situation. This resolution was adopted and the survey when completed, will be issued to members in the form of a report.

Discussion on this topic brought out no new developments. Generally, with one exception, it was reported that Shopping News run by merchants themselves are better run than those started by individuals, three or four of whom recently have been forced to discontinue their enterprises. Several speakers stated that front-page advertisers in Shopping News paid the advertisers but that inside advertisers found their efforts unprofitable. Copy which yielded the most results as a rule was that which featured bargain prices. One reason ascribed to the success of merchant-run Shopping News is the fact that these merchants closely

CHARLES FRANCIS PRESS

■
**AMPLE FACILITIES—IN
MEN AND MACHINERY
—FOR ANY ASSIGNMENT**
■

**PRINTING CRAFTS BUILDING
461 EIGHTH AVE. NEW YORK**

ties up to their publicity by offering co-operative service in their stores.

The association voted to renew its arbitration contract with the International Printing Pressmen's and Assistant's Union, acting on a resolution offered by Charles H. Taylor, of the Boston *Globe*. Under this contract, strikes and lock-outs are impossible. Renewal is subject to adoption by the union.

Special editions came in for criticism by Mr. Thomason. In simile he compared solicitation of advertisers for such editions to the fellows with sandbags who invite the passerby into a dark alley for a conference.

Congratulations were extended to Adolph S. Ochs, publisher of the New York *Times* and Chattanooga *Times*, on his approaching fiftieth anniversary as a newspaper publisher. Adoption was made of a resolution offered by Howard Davis, of the New York *Herald Tribune*, which authorizes the president to appoint a committee to represent the association at the celebration ceremonies to be held at Chattanooga on July 1.

Several efforts made recently to infringe on the freedom of the press resulted in the decision to have the association take measures to meet such attacks in the future. The board of directors has appointed a committee to take up these incidents as they occur and represent the association, which will back up the individual under prosecution if he is right.

Edward H. Butler, editor and publisher, Buffalo, N. Y., *News*, was elected president of the association. He succeeds John Stewart Bryan, Richmond, Va., *News-Leader*, who has served in this office for two terms, during which

time Mr. Butler has been vice-president. Mr. Bryan automatically becomes a member of the board of directors for two years.

Harry Chandler, Los Angeles *Times*, was elected vice-president. George M. Rogers, Cleveland *Plain Dealer*, was re-elected secretary. Howard Davis, New York *Herald Tribune*, was re-elected treasurer.

William B. Bryant, Paterson *Press-Guardian*, was elected a member of the board of directors to which the following were re-elected: J. D. Barnum, Syracuse *Post-Standard*; F. W. Bush, Athens, Ohio, *Messenger*; Charles H. Taylor, Boston *Globe*; S. E. Thomason, Tampa *Tribune* and Greensboro *Daily Record*; Charles A. Webb, Asheville, N. C., *Citizen*.

The association accepted the invitation extended through Mr. Webb, and will hold its fall convention at Asheville, N. C.

Mr. Butler, the new president, in a statement to PRINTERS' INK, said: "Our convention, just closed, would, on the surface, seem to hold little of interest to the many who use the advertising pages of our association members. Yet there has transpired much that eventually will gravitate to the advantage of advertisers.

"For example, our efforts to perfect mechanical processes, make for greater speed in production and better appearance of papers; our traffic committee has as its goal the speeding up of delivery; our special studies on merchandising and radio problems should yield information of value to advertisers.

"These are but a part of basic studies which will continue to receive our attention. The benefits resulting therefrom, we hope, will be shared in by those so closely



GEORGE M. ROGERS
RE-ELECTED SECRETARY

OFFICE MEMO.

To: Advertising Manager

Re - Memo summer advertising in
Florida; confirming Florida Times-Union
for full schedule; extra appropriation
approved.I'm passing information to sales
manager. I believe this new effort to back up
distributors and dealers in that state,
result through this new effort to back up
in making up this year's appropriation I
can't understand -- unless it was because
none of us here really took the time to in-
vestigate the Florida situation.All we've thought of is advertising in
Florida while tourists are there -- overlook-
ing the fact that tens of thousands of those
tourists are now all-the-year residents of
Florida.And we've overlooked Jacksonville. Weekly
payrolls of some 475 active manufacturing
plants can't be ignored. This is all-year
money. We're going after some of it, because
we can get business at reasonable cost in
Florida this summer.Next year be sure the Times-Union is on
regular schedule. It doesn't belong in the
extra list.

AET

2nd of a series of a busi-
ness man's impres-
sions of Florida in 1928.

"..." an All Year Market..."

ADVERTISING in Florida while the tourist population swells the normal market is all very well—but don't overlook the important ALL - YEAR MARKET provided by the weekly payrolls of Jacksonville's rapidly growing list of active manufacturing plants. This cash rings the registers of merchants who receive proper co-operation in turning stocks all the year. Secure —

Complete coverage in this pay-roll mar-
ket, and state-wide influence through

The Florida Times-Union
JACKSONVILLE, FLA.

NINE years ago The News changed the still picture to the newsspicture and began to train the reporter-with-a-camera ♦ Today these News reporter-cameramen dot the world, getting the news in pictures, getting the pictures home first ♦ And the big stories are becoming more and more the picture stories ♦ Lindbergh lands in France and The News carries the first pictures of the event sent by cable ♦ An American girl marries an Indian prince and a News cameraman is present ♦ There was another on hand as Costes and Lebris finished a transatlantic flight in Rio ♦ another in Santos after the landslide ♦ another at Colon as the Saratoga came through the Canal ♦ and others following the war in China ♦ and the fight in Chicago ♦ News men were waiting, all over Eastern Canada for Nungesser and Coli, and all the other big stories that *did not break* ♦ News cameras were present at the wedding of the Imperial Princess in Tokio ♦ with the Fairbanks Expedition in the Arctic ♦ and at Hinkler's arrival in Australia ♦ when the world's record for ground speed was broken at Daytona ♦ News cameramen moved by foot and flight through the Mississippi and the Vermont floods ♦ **EVERYWHERE** throughout the world News lenses are

News plane which carried Edward Jackson to the marooned fliers, being pulled ashore by horses after landing at Greenely Island.





Capt. Koehl, Capt. Edward Jackson of the News and Baron von Huenfeld at Greenely Island

First

with rumors current, facts scarce, the Bremen flight was a picture story! The News provided the first satisfying news in New York

with the Fitzmaurice pictures—

delivered to New York on April 18, run in The News on April 19, and used as second run by other New York papers on that afternoon and the following morning;

and at Greenely Island

Jackson of The News was the first newspaper man to land and leave—on April 18—and arrived in New York on April 20 with the best and most complete pictures.

waiting, for the tremendous and the trivial, the sudden and the scheduled, the significant and the startling, the main street beat and the-story-of-the-century ♦ Whether it takes fifteen thousand dollars in plane hire (as the Bremen flight story did) or just a special delivery stamp, every News man knows that he never lacks authority or resources to get the news first, in flashes or films ♦ So great enterprise makes a great newspaper ♦ Young enough to want to, old enough to know how, strong enough to spare nothing, good enough to try anything, successful enough to expect everything—News men make a better, more effective, more satisfying kind of newspaper ♦ And the public recognizes their effort by giving The News the largest circulation in America!

THE  NEWS
New York's Picture Newspaper

Tribune Tower, Chicago 25 Park Place, New York

No Restaurants on the Farms



In large cities, from 30 to 35% of all meals are served in hotels and restaurants, according to the Director of the Institutional Food Bureau. Even in cities of fair size, 22% of the total meals are eaten in these institutions.

WHO BUYS RAW FOOD PRODUCTS?

Out in the country throughout America, farm women are buying flour, cereals, baking powder and other products used in cooking and baking. They bake their own bread and cakes, do their own cooking, and eat at home, three times a day.

THE FARMER'S WIFE reaches the biggest food market in America today—the market controlled by the farm women. This is the only magazine in America published exclusively for farm women.

THE FARMER'S WIFE

The Magazine for Farm Women

Webb Publishing Company, Publishers
St. Paul, Minn.

Western Representatives

Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois

Eastern Representatives

Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

May 3, 1928

affiliated with our progress, the buyers of space in our newspapers."

Reports Postal Progress

DURING the last few years the American Newspaper Publishers Association has worked diligently to obtain relief from wartime postal rates. The report of its postal committee, while it could not announce the enactment of legislation, nevertheless expresses satisfaction that more progress has been made in the last year than in any similar period in the campaign for more just rates.

The committee records as its greatest accomplishment the passage of a bill by the House of Representatives, even though the provision on second-class rates is not satisfactory. This bill contains the 1921 rates whereas a return to the 1920 rates is sought. In order to get this measure over to the Senate, however, it was believed best to make no effort to secure 1920 rates in the House, as otherwise the enactment of any legislation this year would have been imperiled.

The bill was called up under a rule which prohibited amendments, many members voting for it in the hope that the Senate would amend it. From a canvass of the situation in both the House and the Senate, the committee reports, it appears that an overwhelming majority in both bodies favors the 1920 rates.

The report reviews the efforts of the committee to obtain a revision in the newspaper bundle rate. Returns from a questionnaire sent to publishers indicated that restoration of the 1920 rates, instead of causing a loss to the

Post Office, actually would produce a minimum of \$500,000 annually in excess of present revenues.

On presentation of Louis Wiley, of the *New York Times*, the following resolution was adopted:

Whereas, since the enactment of the 1917 War Revenue Act, newspaper publishers have been forced to pay war taxes in the guise of increased postal rates, ranging from 50 to 900 per cent greater than rates in effect prior to the war, and

Whereas, there is now pending in the United States Senate a measure reducing these war taxes to the basis of rates in effect during the fiscal year of 1920, which rates ranged from 50 to 550 per cent greater than those in effect prior to the war, and

Whereas, it has been demonstrated that the increase in rates, authorized by the Act of 1917, which have gone into effect since July 1, 1920, have decreased the volume of newspapers transported and distributed through the mails to the detriment of the public, the publishers and the Government,

Be It Resolved that the American Newspaper Publishers Association, in annual convention assembled, expresses its hope that the Senate will act favorably upon H. R. 12030 as amended insofar as it affects publishers' mailing rates, and the further hope that the House of Representatives will concur in such favorable action, and

Be It Further Resolved, that in the event of such favorable action members of this association should co-operate with the Post Office Department in the restoration of newspapers to the mails, so that the Government will not suffer any loss in revenue incident to a reduction in postage rates, and

Be It Still Further Resolved that copies of this resolution be sent to the President of the United States, the President of the Senate, the Speaker of the House of Representatives and the Chairmen of the Senate and House Postal Committees.

J. D. Barnum, chairman of the postal committee, presented its report. Other members of this committee are: Benjamin H. Anthony, E. H. Baker, J. A. Blundell, Louis H. Brush, Gardner Cowles, Howard Davis, A. L. Fish, Homer Gard, W. W. Haw-



HOWARD DAVIS
RE-ELECTED TREASURER

kins, David W. Howe, A. L. Miller, F. A. Miller, G. J. Palmer, E. B. Piper and Charles A. Webb.

Agency Recognition

THE report of the committee on advertising agents stated that careful attention had been given to keeping member publishers informed of changing conditions among advertising agencies. Its list includes more than 500 agencies engaged in the general placing of advertising other than locally.

Financial statements received annually, and in some cases more frequently, together with other information, it is explained, enable the committee to keep its ratings up to date. "You may rest assured," members are told, "that when you rely upon these ratings, you are depending upon a known surplus and not upon guesswork."

The committee reports eighty-three applications for recognition were received during 1927 as against eighty-two the previous year. During 1927 recognition was granted to twenty-eight, ten agencies were refused, and recognition to twenty-one agencies was cancelled. There were sixteen transfers of recognition on request.

Since January 1, 1928, recognition was granted to nineteen agencies, refusal to six and fourteen cancellations were made.

What to Do with Radio Programs?

"IT is our opinion that the radio situation needs to be squeezed free from a lot of water." Thus reads the report of the radio committee of the American Newspaper Publishers Association which brings to the fore the question of policy in the matter of handling radio programs, in exploitation of which newspapers are devoting thousands of columns a year.

The problem is not a new one. Several attempts have been made to meet the situation so that the element of free publicity would be

eliminated without depriving readers of the genuine news value of program identification. The outstanding development, perhaps, was the move on the part of New York newspapers, some time ago, to censor mention of advertisers' names or trade-names. This practice, however, was discontinued and mention resumed in the program listings.

According to the committee, the matter is one which is particularly puzzling to newspapers. Essentially, it is explained, circulation is the principal factor concerned. "The newspaper," reads the report, "has in the past twenty years taken on so many departments of service that the service aspect of radio programs, together with their novelty during the first few years of the existence of broadcasting, strengthened this service aspect to such an extent that radio programs are looked upon by most newspaper publishers as essential.

"This situation is made more binding through fear that a newspaper's competition will gain by giving radio programs in greater detail. Another factor is the hope that newspapers giving the most radio news may be looked upon with greatest favor by manufacturers of receiving sets and parts, and that their radio advertising lineage will benefit thereby."

Some newspapers, it was reported, are reducing the amount of space devoted to radio programs. This is done on the assumption that detailed listings of merely average programs day after day provides little of news interest. Instead, these papers are giving space to radio high spots.

The Chicago *Tribune*, for instance, puts its radio programs on an advertising basis. An editorial box lists only those outstanding programs which are within reach of the readers' sets. This change was made without any advance notice to readers of the new policy. Less than 100 letters were received from readers criticizing the change.

Summing up the various circumstances, the committee reported: "While it is not the intention of the radio committee to antagonize

COAL!!

The Birmingham district produced twenty millions, five hundred thousand tons of coal in 1927. Coal—the basis of countless by-products such as gas, tar, dyes, disinfectants, and others. Four millions, one hundred and fifty thousand tons of coke were produced last year. The fact that coal, iron and limestone are so close, makes Birmingham the ideal site for the iron and steel industry, since the high penalty of transportation costs for raw materials is practically eliminated.



The Birmingham News

AND

AGE-HERALD

The South's Greatest Newspaper

Morning

Evening

Sunday

National Representatives

KELLY-SMITH COMPANY

New York—Chicago — Boston—Philadelphia—Atlanta

those who believe that radio programs are strong circulation factors and have great news value, it nevertheless strongly recommends that serious consideration be given to this question. It is our opinion that the radio situation, as a whole, needs to be squeezed free from a lot of water. Cutting down the space devoted to radio programs which are not up to the standard of 'public convenience, interest and necessity,' will speed the day when radio stations will either be self-supporting and, therefore, producers of newspaper revenue, or out of business."

At the suggestion of the committee, it was voted to have a survey conducted to ascertain the predominant attitude of publishers toward radio. This will endeavor to disclose how newspapers are being affected by broadcast advertising, and how they are handling radio programs and trade names of sponsored programs. The questionnaire will be divided into two sections, one for newspapers owning or affiliated with radio stations, and another for the other papers.

Results of the survey will be analyzed and issued as a report to members who are asked to be frank since the information compiled will be held in strict confidence.

The report was submitted by B. T. McCanna, chairman of the committee which includes the following members: Amon G. Carter, Louis Hannoch, J. R. Knowland, W. H. Pettibone, E. B. Piper, H. S. Scott, Rowe Stewart and Elzey Roberts.

Bureau of Advertising Re-Elects

WITH the exception of Col. Frank Knox, general manager of the Hearst Newspapers, who was appointed to succeed David E. Towne, membership of the committee in charge of the Bureau of Advertising continues unchanged. Fleming Newbold, *Washington Star*, was re-elected chairman; Harry Chandler, *Los Angeles Times*, vice-chairman, and Howard Davis, *New York Herald Tribune*, treasurer.

Other members of the committee, who were re-appointed by Edward H. Butler, newly elected president of the A. N. P. A., to serve for another year are: Charles D. Atkinson, *Atlanta Journal*; Frank H. Burgess, *La Crosse Tribune*; William J. Hofmann, *Portland Oregonian*; F. L. Ker, *Hamilton, Ont., Spectator*; W. E. Macfarlane, *Chicago Tribune*; David B. Plum, *Troy Record*; William F. Rogers, *Boston Transcript*;

Walter A. Strong, *Chicago Daily News*; Louis Wiley, *New York Times*; S. E. Thomason, *Tampa Tribune*, and John S. McCarrons, *Cleveland Plain Dealer*.

Mr. Plum and Mr. Wiley continue as members of the finance committee. F. St. John Richards will continue to act as an advisory member to represent the Six Point League, New York, as will Fred F. Parsons in the representation of the Newspaper Representatives Association of Chicago.

The annual report of the Bureau, as presented before the convention of the American Newspaper Publishers Association, appeared in PRINTERS' INK of last week.

At the Bureau's annual dinner, tribute was paid to Floyd Bennett and to Commander Byrd. Commander Byrd was to have been a guest of honor but was unable to be present because of his friend's death.

A resolution memorializing Bennett and extending sympathy and encouragement to Byrd was offered by Jerome D. Barnum, of the Syracuse *Post-Standard*.

J. N. Meiskell, of the Little Rock, *Arkansas Gazette*, as toastmaster, entertained the audience with his able introduction of the principal speakers, Mayor Walker and Alfred P. Sloan, Jr., president of the General Motors Corporation. A portion of Mr. Sloan's address appears on page 57.

A feature of the evening was the singing of a number of selections by the glee club of the Advertising Club of New York. A number of the publishers, following the dinner, were the guests of the Advertising Club at a dance which was being held on board the *S.S. Ile de France*.

Far in Lead in Gains *in National Advertising*

THE NEW YORK TIMES in three months this year published 1,767,768 agate lines of national advertising, a gain of 186,043 lines over the corresponding period last year.

The Times gain was more than twice that of any other morning newspaper, and far greater than that of any evening newspaper. The Times total volume was 301,622 lines in excess of any other newspaper.

All advertising in The Times is subject to careful censorship.

The New York Times

1878—Its Fiftieth *finds the Boston Globe net paid circulation*

DAILY GLOBE

SUNDAY GLOBE

Net paid averages for 6 months ending March 31

1928	301,812	340,518
1927	<u>286,361</u>	<u>333,452</u>
Gain 15,451		Gain 7,066

THE Globe, daily and Sunday, reaches every other family in Metropolitan Boston. It is the only Boston paper to maintain its readers in this district seven days a week.

Here, on Sunday, when papers are delivered to the homes, the Globe has 40,000 more circulation than the second paper and leads in 30 of 40 cities and towns comprising Metropolitan Boston.

The value of a newspaper's audience is measured by the buying power of the community where the reader lives. On this basis the Globe's comparative showing with other Boston papers is particularly impressive.

In Middlesex County, for instance, more new cars were sold last year than in the entire state of Maine, and more than in the states of New Hampshire and Vermont combined! The Sunday Globe leads in 41 of the 51 cities and towns in Middlesex County where Boston papers list circulation.

The Boston

Covers Boston

1928 is the Fiftieth Anniversary of the Glob

60th Anniversary—1928

Globe with the greatest circulation in its history . . .

In Suffolk County, second only to Middlesex in number of automobiles owned, the Sunday *Globe* also has a comfortable lead. Norfolk County has a far greater per family ownership of automobiles than any other county in New England. The Sunday *Globe* leads in 23 of the 27 cities and towns in Norfolk County.

Boston has a shopping area of nearly 3,000,000 people, ranking fourth in population and third in per capita income tax returns in the United States. The *Globe*'s increasing strength in the more worthwhile sections is a tribute to a half century of constructive newspaper making. In making no appeal to faction, race or creed, the *Globe* serves this great market as a whole.

The appreciation of advertisers as to the responsiveness of the *Globe* reader is most clearly indicated by the manner in which they spend their money. The largest group in the local field, the department stores, and the largest national group, manufacturers of automobiles and automotive equipment, use far more space in the *Globe* than in any other Boston paper.

Within 30 miles of the City Hall are thirty suburbs each of which averages one automobile *or more* per family (not counting registrations of the lowest priced car). The Sunday *Globe* leads in 21, the second paper in 4, of these places.

In 108 suburbs, including the above group, which have *more* than a car for every *other* family, the Sunday *Globe* leads in 70, the second paper in 23.

Two other Boston Sunday day papers lead the *Globe* in the remaining communities, where there is *less* than a car for every *other* family.

on **Globe**
Boston **BUYING Group**
Globe is an **ALL-DAY Paper**



"One way to make a book useful, to get it read, is to raise it above the mine-run," said the director to his assistant.

"For instance," he continued, "here is a booklet issued by the First National Bank in Detroit, 'Tune in on our Ready Money Program.' Instead of saying, 'How to save money,' they have presented the subject from a fresh, new angle. Novel cover, isn't it?"

"Detroit? I'll bet Evans-Winter-Hebb had something to do with that booklet."

"You're right. I noticed the imprint in the back. I am going to get in touch with Evans-Winter-Hebb on the series of mailings we need."



EVANS-WINTER-HEBB Inc. Detroit

820 Hancock Avenue West

New York Office: 1950 Graybar Building

The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both capable personnel and complete facilities: Marketing Analysis • Plan • Copy • Design • Art • Engraving • Letterpress and Offset Printing • Binding • Mailing

Alfred Sloan on the Future of the Automobile

The President of General Motors Believes That the Industry's Accomplishments Have Not Yet Reached a Peak

By Alfred P. Sloan, Jr.

President, General Motors Corporation

RECOGNIZING the importance of the motor car industry and its influence on the prosperity of the United States, to say nothing of the world, the question arises as to whether we, as an industry, can be counted upon to maintain our present contribution to that prosperity, let alone increase that contribution if it is possible for us to do so?

During the last three or four years the industry, from the standpoint of the consumption of its products, has become fairly well stabilized and, giving weight to certain special factors which have been injected into the picture, it may be said in a broad way the possibilities of further increases are fundamentally limited to the growth of the country, to the natural additions to its wealth and the possibilities of exports, concerning which we are enjoying and expect to enjoy for a long time in the future in increasing volume.

These factors are all more or less of an economic character and perhaps should be termed factors outlining the potentiality of the market—but to my mind of far greater influence on our future is our ability to maintain and stabilize a certain cycle of operations which has made it possible for this industry, as distinguished from others, to reach its present extraordinary stage of development.

Now, fundamentally, we are fortunate in having a product that meets an almost universal demand, for irrespective of any particular country or of any particular people, although undoubtedly accentuated in our country and in our people, there is a universal desire

to move around—to go from one place to another. That being the case and there being no method of transportation yet developed which makes this possible at the cost and with the convenience, flexibility and safety of the modern motor car, it is natural that there should be a tremendously fundamental demand.

Apart, however, from this fundamental natural demand, effectively I believe capitalized by our policy of sharing with the public the economies that volume brings by lowering prices and increasing value, there is another advantage which I do not think is fully recognized. This comes about through the fact that the motor car differs from many other products in that the utility value or the number of miles of transportation built into the car is consumed only in a small part by the original purchaser.

This for the reason that more attractive products are coming into the market continually and influence the purchaser to exchange his car a year or more old for a new car of the latest design. The result is that the original purchaser takes a depreciation unwarranted from the strictly economic sense but justified simply on account of the purchaser's desire to have the very latest development. Now, this fact—simple as it may seem and natural as it is—in a fundamental way is one of the biggest factors that has enabled the industry to reach its present proportions and the extent to which we can continue this process, in my opinion, will determine the degree to which we can maintain or improve our position, at least to a large extent in the future.

It may interest you to know that with approximately 25,000,000 cars in use in the United States at the

From a speech before the annual dinner at New York, last week, of the Bureau of Advertising of the American Newspaper Publishers Association.

present time, as near as we can estimate, 60 per cent or 15,000,000 are in the hands of users who have purchased same at less cost than they could purchase the lowest price car new that is now available on the market. In other words, this number of car users could not enjoy the benefits, economic and psychological, of motor car transportation and the wealth created by the use of these cars would not be developed if these used cars were not available.

Now, this means that we have established a cycle of operations. First, the manufacturer produces a car which is sold to the new car buyer. With the advent of the new year's new model or the new model of the year after that, that buyer seeing a car of more attractive appearance, perhaps increased performance and more modern in design, becomes dissatisfied and being in a position to afford same he purchases in trading in his original car at a depreciated value. The used car buyer comes along and purchases the used car at a relatively low price. As a result of all this, production has been stimulated way beyond what otherwise would be possible. To my mind, therefore the maintenance of the present position of the automotive industry, let alone its additional growth and the direct and indirect influence that all that has on general prosperity, is predicated upon our ability to maintain this cycle, or to offer yearly to the public, better values and to economically dispose of the used cars traded in.

If, therefore, one of the important influences in our future is the measure of our ability to develop new offerings from time to time, the question arises as to the extent that this is possible. I think you will agree with me as we view the new offerings from time to time of the different manufacturers and note the prices at which the different cars are being offered, that it seems almost impossible that much further could be done. On the other hand, as I go through our research activities and see the possibilities of the future, I be-

gin to appreciate that in all probability we are nearer the beginning of the engineering possibilities than we are at the end and as I go through our manufacturing plants and analyze the statistics emanating from same I begin to realize that notwithstanding the really wonderful accomplishments of the last few years, the end is still not in sight.

Therefore, it seems to me that for a long time to come it will be possible for us to take an equal, or still better, a less amount of material and refashion it through better knowledge of the fundamentals developed through research, improved engineering and more efficient and effective processes of manufacture and more intelligent methods of distribution to the end that the final product will be sufficiently more attractive than any previous product to continue to induce those who can afford it to trade in their used cars for new cars of the latest model and thus maintain the cycle of operations which is so important to the maintenance of our present position.

E. L. Becker to Direct Advertising of H. W. Roos Company

Ernest L. Becker, formerly director of publicity of the Andrews Steel Company, Newport Rolling Mill Company and other affiliated concerns, has become associated with the H. W. Roos Company of Cincinnati, manufacturer of building material specialties. He will have general charge of advertising and sales promotional work.

Reed G. Landis Agency Adds to Staff

John A. Mors, Ross Llewellyn and George Bode, all formerly with the Superior Advertising Service, Inc., Chicago, have joined the staff of the Reed G. Landis Company, advertising agency of the same city. In order to make this consolidation of staffs possible, the Superior agency has ceased operation.

New York "Jewish Daily News" Sold

The New York *Jewish Morning Journal* has purchased the New York *Jewish Daily News*, an evening paper. Publication of the *News* has been suspended and the *Journal* renamed the *Jewish Morning Journal and Daily News*. Israel Friedkin is publisher of the *Journal*.

More Than
200,000
Daily**Los Angeles Examiner**More Than
440,000
Sunday*"Greatest Salesman in the West"*

5c. DAILY

MAY 3, 1928

10c. SUNDAY

**GROWTH OF EXAMINER SINCE
1920 GREATEST IN THE WEST!****DAILY IS UP 114,846;
SUNDAY GAIN, 261,605**

KEEPING step with the phenomenal growth of Los Angeles itself since the last decennial census of the United States Government in 1920, The Los Angeles Examiner has gained MORE circulation than any other newspaper in the West in the past 8 years.

6-Months Statement

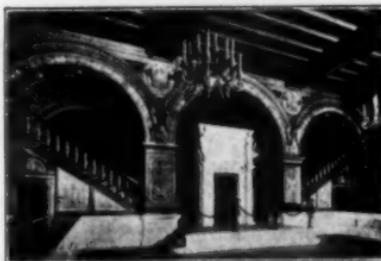
That fact was revealed with an analysis of the recently published statements to Uncle Sam for the six-months' period ending March 31.

In comparison with the other four Los Angeles newspapers, The Examiner is able to present its advertisers today 114,846 more consuming-groups than it could in 1920, whereas the next nearest newspaper is 22,770 under that figure. The other four newspapers gained 262,819 COMBINED, while The Examiner was piling up an increase of nearly half of that.

Here's Reader Interest!

The Sunday Examiner showed an even greater gain. It went up 261,605, or MORE THAN TWICE that of any other newspaper on the Pacific Coast!

To sales managers, space-buyers, manufacturers, sometimes in the

Renaissance!

THE lobby of The Los Angeles Examiner Building is one of the finest expositions of the Spanish Renaissance type of architecture. Its many splendid examples of fine iron grille work are frequently studied by architects and interior decorators.

**18-INCH AD FLOODS
BUILDING MATERIAL CO.**

THE Whiting-Mead Company of Los Angeles, for long an exclusive Examiner advertiser, too often sees the direct result of the use of Examiner space to comment upon it. But recently the company inserted an 18-inch advertisement in which it offered building materials and a house plan. Over 400 mail and personal inquiries directly traceable to the announcement resulted, and at last reports sales were being consummated rapidly. Each sale calls for an expenditure of \$1,065!

habit of buying TIME of publication, or NAME of a newspaper, may we point out that the trend of READER-INTEREST is of even greater importance?

What about Advertising Mediums?

GOULDS PUMPS, INC.
NEW YORK

Editor of PRINTERS' INK:

Will you advise me as to whether you would construe the PRINTERS' INK Model Statute to cover the case of a newspaper or magazine which might make false or exaggerated statements in regard to its circulation?

Would be glad to hear from you at your convenience.

GOULDS PUMPS, INC.,
N. J. GOULD,
President.

THE PRINTERS' INK Model Statute most assuredly applies to statements and advertisements that advertising mediums make about themselves. It applies to any advertisement of any person, firm, corporation or association on anything that may be offered service, merchandise or securities. Here is a statement of the law itself:

"Any person, firm, corporation or association, who, with intent to sell or in anywise dispose of merchandise, securities, service, or anything offered by such person, firm, corporation or association directly or indirectly, to the public for sale or distribution, or with intent to increase the consumption thereof, or to induce the public in any manner to enter into any obligation relating thereto, or to acquire title thereto, or any interest therein, makes, publishes, disseminates, circulates or places before the public or causes directly or indirectly, to be made, published, disseminated, circulated, or placed before the public in this state, in a newspaper or other publication or in the form of a book, notice, handbill, poster, bill, circular, pamphlet or letter, or in any other way, an advertisement of any sort regarding merchandise, securities, service or anything so offered to the public, which advertisement contains any assertion, representation, or statement of fact which is untrue, deceptive or misleading, shall be guilty of misdemeanor."—
[Ed. PRINTERS' INK.]

Wholesale Dry Goods Institute Formed

The Wholesale Dry Goods Institute is the new name given to the Wholesale Dry Goods Association of the United States which was recently formed by the merger of the National and Southern Wholesale Dry Goods Associations. This change in name was made at the first annual meeting of the Institute, held recently at St. Louis. Alvin E. Dodd, formerly head of the domestic distribution department of the United States Chamber of Commerce, has been made director-general.

The Institute is a union of wholesale dealers in dry goods and kindred lines, in every part of the country, and its purpose is to co-ordinate the industry to get more efficient results.

H. L. Adams with Procter & Collier

Harry L. Adams, recently vice-president in charge of the Cincinnati office of Williams & Cunningham, Inc., has joined The Procter & Collier Company, Inc., Cincinnati advertising agency, as an account executive. He was formerly vice-president of the Prather-Allen Advertising Company, Inc., of that city.

Carryola Account to Reed G. Landis

The Carryola Company of America, Milwaukee, maker of portable phonographs, has appointed the Reed G. Landis Company, Chicago advertising agency, to direct its advertising account. Magazines and newspapers will be used in addition to business papers.

A. S. Otton Advanced by MotoMeter

A. S. Otton, trade promotion and advertising manager of the MotoMeter division of the MotoMeter Company, Inc., Long Island City, N. Y., has been made sales manager of the spark plug division. George Feher, formerly assistant general sales manager, will succeed Mr. Otton.

Stillman Cream Company to Advertise New Product

The Stillman Freckle Cream Company, Aurora, Ill., maker of toilet goods has started a campaign to introduce a new face powder product. Advertising for the new product is being prepared by the Brandt Advertising Company, of Chicago.

Buffalo Printers Open New York Office

Baker, Jones, Hausauer, Inc., Buffalo, N. Y., printing, has opened an office at New York. Ronald C. Crawford, formerly with the Kess & Harris Press, Inc., New York, has been placed in charge.

Monarch of the Dailies



BUSINESS IS GOOD

In San Francisco...

WHATEVER conditions may be elsewhere, here the concrete facts indicate Business Health. Glance over a few selections from an official publication — "San Francisco Business" — giving figures for the month of March.

Bank Clearings zoomed to \$1,020,172,191 — largest month in the city's history.

Postal Receipts were \$788,747 — highest ever recorded for month of March.

Real Estate Sales, 1050, ran up to \$12,110,513 — \$3,000,000 above February.

Shipping Tonnage for the port — arrivals 584 ships, 1,454,200 tons — departures, 655 ships, 1,543,639 tons. A big increase over February.

Motor Car Sales: passenger cars, 1798; commercial cars, 144 — as against 1332 passenger and 97 commercial cars for February.

Building Permits for March — \$4,240,494 — as against February — \$2,398,450.

Index numbers for wholesale prices are 98.2 against 96.7 for February. Construction of the \$12,000,000 Coyote Point Bridge, the \$10,000,000 Bay Shore Highway and other vast structural projects have stimulated business and lessened unemployment.

Yes, business is good in San Francisco. And The Examiner, with the greatest Daily and Sunday circulation, leader in National, Local and Classified Advertising, is the logical medium to prove it by advertising results.

San Francisco Examiner

Daily, 186,890 - - - Sunday, 368,928

A 10,000-Mile



JOHN INGRAM
Correspondent

CAPT. H. G. SMITH
Mgr. Aviation Dept.

WILLIAM FISKE
Radio Engineer

PRACTICAL application of aircraft to business has been exemplified by the 10,000-mile, All-America tour recently completed by the New York American.

This tour forcibly demonstrated to business executives and salesmen that a large and expansive territory can be covered by the air in a brief space of time. The New York American plane visited 25 states in four weeks' time. By means of the elaborate radio equipment supplied by the Radio Corporation of America—telephone appointments were consummated through the air, this being the first time in the history of commercial aviation that such radio co-ordination was ever successfully accomplished.

NEW YORK
1834 Broadway
CHICAGO
35 E. Wacker Drive

New York

Business Flight!



GEORGE HOPKINS
Pilot

RICHARD J. WALL
Owner

From coast to coast the plane was fueled by representatives of the Ethyl Gasoline Corporation. The Vacuum Oil Company supplied the Gar-goyle Mobiloil used on the motor. The landing gear of the ship was equipped with United States Tires. The press department went forth equipped for business by the Remington Typewriter Co., and the Waterman Pen Co.

Every Monday the New York American devotes a full page to aviation news and comment. The numerous letters received by this department asking for information regarding flying schools, mechanical problems, etc., indicate the fast growing interest in aviation.

merican

SAN FRANCISCO
625 Hearst Bldg.

JANUARY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31

FEBRUARY						
S	M	T	W	T	F	S
...	...	1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29

MARCH						
S	M	T	W	T	F	S
...	1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Most recent sworn Publishers' Statements show the largest circulations ever attained by Kentucky newspapers.

over
170,000
Daily over
138,000
Sunday

The 3 GREATEST MONTHS in the history of these newspapers

January, February and March, 1928, were record-breaking months for The Courier-Journal and Louisville Times in National Advertising. Substantial lineage gains were registered for each month over the corresponding month of 1927. The other Louisville newspapers showed substantial lineage losses in National Advertising for the three months. The Leadership of The Courier-Journal and Louisville Times is growing more pronounced year after year—the result of getting RESULTS!

For maximum results at
one low advertising cost
concentrate consistently in

**The Courier-Journal
THE LOUISVILLE TIMES**

Member of the 100,000
Group of American Cities

REPRESENTED NATIONALLY BY THE S. C. BECKWITH SPECIAL AGENCY

Be Careful What You Say about the Horse

The Horse Has an Alert Champion in the Horse Association of America
Which Will Take You to Task for Any Untrue or Slighting
Remarks in Your Advertising

By Andrew M. Howe

THOSE of us who work in large cities are apt to forget the horse. We think of him, if at all, as a beast of pleasure, owned nowadays by polo enthusiasts or racing fans—men who own and breed and race horses for the love of the sport or the horse. We are apt to overlook the fact that the horse is still a utilitarian animal—he is still playing a very important part in our commercial and agricultural life. True, machinery has usurped the king's throne; he is no longer the transportation ruler he was in the good old days, but he is still a willing and valuable servant of man.

Ever since the beginning of the present machine age, a battle has been raging over the relative expense and merits of horses and trucks, tractors and automobiles. That the horse has been fighting a losing battle cannot be denied, but it is equally true that he still has his place and will be with us for many years to come. And even if he is eventually entirely displaced in our fields and on our streets—may it never happen—the horse will have a place in the hearts of his lovers, of whom there are millions.

If you don't think the horse is still a factor in our business lives, try these tests. First, go down along the waterfront and listen to the clatter of horses' hoofs on the cobblestones as they haul drays to and from the piers—down where there are long waits for customs officers and docking boats. It costs less to keep a \$100 horse waiting than it does to hold a \$2,000 truck. Or go out on the farms where many farmers still depend on old Dobbin to help with the plowing, the sowing, the reaping and the many chores. Or, if you are not yet convinced, insert a

derogatory remark about horses in your next farm-paper advertisement. You'll probably hear from a number of horse lovers and you most certainly will hear from the Horse Association of America.

This association is a non-profit organization, the primary aim of which is to "bring prominently before the public and all transportation users the great part which the horse plays in agriculture, commerce and transportation, to emphasize the important place the horse occupies in pleasure, and to work ceaselessly for the improvement and upbuilding of our existing types of horses." Here is what is done toward accomplishing this aim, according to Wayne Dinsmore, secretary of the association: "We carry out a great deal of research work on the cost of operating horse and mule-drawn equipment, in comparison with motorized equipment; work out ways and means of using teams in larger and more effective units; and carry the results of such studies—made both in cities and on farms—to transportation users or farmers, by employing men qualified to put the facts before interested persons and by advertising in farm papers."

WATCHING THE ADVERTISING PAGES

The association's vigilance work is chiefly concerned with the editorial columns of publications and it subscribes to two clipping services which have instructions to send all clippings for or against horse-use on the farm, in cities, in work or in pleasure. The advertising pages are also watched closely for erroneous or misleading statements concerning the horse. When such information is found, Mr. Dinsmore says, the association "takes such steps as seem

necessary." A letter may be written to the advertiser or the publication or, if the statements are unusually objectionable, the matter may be taken up with the National Better Business Bureau. All of these things were done in the case of a recent tractor advertisement which appeared in a number of farm papers. This advertisement stated that the Blank tractor will handle almost any job that horses can handle at just about half the expense and in half the time. It also made other comparisons in the comparative cost and usefulness of each. The association considered these statements to be false, misleading and fraudulent. A synopsis of what was done will show just how far the association is willing to go to prevent the horse from being slandered.

"Members of our association," says Mr. Dinsmore, "who were advertising in the farm papers in question immediately telegraphed to the publication protesting against such misleading advertising and ordering their own advertising cancelled. They followed these telegrams with letters to the advertising departments of the farm journals in question, and copies of the telegrams and letters were sent to this association with a request that we take a hand in the matter.

"An examination of the advertisement in question satisfied us that the statements overstepped all reasonable bounds. We accordingly filed an immediate protest with the Committee on Truth in Advertising of the Chicago Chamber of Commerce. This was followed the next day by a conference, and we ascertained that the advertising was national and that we should have to take it up with the National Better Business Bureau, Inc.

"I immediately wrote Edward L. Greene general manager of the Bureau, submitting the substance of our protest and reasons for same and requesting that he permit me to place the facts before him in a personal interview. This was granted and I made a special trip to New York to see him.

"Mr. Greene and his assistant, Mr. Wilson, were both very courteous and gave the whole subject very careful consideration in an hour's interview, thereupon agreeing to make an independent investigation and, if they found reason for supporting our protest, to bring the subject to the attention of the offending advertiser. These men did take the matter up with the offending advertiser but in the meantime we had carried our protest to headquarters and got action direct."

Mr. Dinsmore then saw the advertising manager of one of the farm papers that had carried the advertising and was told that it had been passed without question because it had come from one of the large advertising agencies which is usually very careful as to any statements it makes in any advertising.

Mr. Dinsmore's next step was to get in touch with the agency and there followed a conference with the copy chief, two men who had worked on the account and an agricultural expert from a college. "We then plunged into a red-hot interview," says Mr. Dinsmore, "which lasted nearly two hours."

He followed the conference up with a six-page letter quoting a number of authorities and agricultural college bulletins on the comparative expense of horses and tractors. That this letter and the conference had an effect is evidenced by the fact that the subsequent advertising for this particular tractor has been much less objectionable, according to Mr. Dinsmore. "Any statements," he says, "about what their tractor can do in comparison with teams have been carefully qualified as to facts as to what sized teams are being compared with the tractor and where the tests were made.

"We feel therefore that we have accomplished what we went after—which was to pin this tractor advertiser down to facts, and to require it to qualify all statements where it makes comparisons between what a tractor can do and what horses can do in a day."

This case should be a warning to advertisers who intend mention-

Do Space Buyers Eat Oranges?

THEY do, and undoubtedly the golden fruit calls to their mind California's sun-kissed foothills and the fact that farm products in the Los Angeles territory have an annual value of \$235,000,000.

They want this great purchasing power for the benefit of their clients, and eating an orange, helps them visualize the conditions which they must take into account.

They see the homes of the orchardists, with their well-kept lawns, their rose gardens, their tennis courts, and these indications of wholesome family life cause them to conclude that these people ought logically to read the Los Angeles Times.

They look in their files for corroborating information, and they find:

That the Los Angeles Times issues with its Sunday edition the only farm magazine in America devoted to the problems of these semi-tropical agriculturists; that it maintains a carrier service throughout the Los Angeles orchard district; and that it prints 112% more agricultural advertising than all other five Los Angeles newspapers combined.

Los Angeles Times is locally owned, edited and managed, and produces local features to fit its field. It has built up the largest home-delivered circulation, and carries the largest volume of advertising, of any newspaper in the West.

Los Angeles Times

Eastern Representative:

Williams, Lawrence & Creamer Co.
380 N. Michigan Blvd. 285 Madison Ave.
Chicago New York

Pacific Coast Representative:

R. J. Bidwell Company
742 Market St. White Henry Stuart Bldg.
San Francisco Seattle

ing horses in their copy—be careful what you say or the Horse Association of America will get after you. Even if the association does not object, a slighting reference to the horse may offend some horse lover or user. Just because you no longer drive a horse to church on Sunday, as your father did, don't think that the horse has joined the Dodo. He may not be able to speak for himself but there are thousands who will raise their voices in reply to any slurring references to their good friend, the horse.

To Represent "Management" at Cleveland

Harold P. Owen has been appointed Cleveland representative of *Management*, Chicago. He has been with the H. P. Gould Company, publisher of that magazine for several years.

Raincoat Account to Irwin L. Rosenberg

M. Rudolph & Company, DeKalb, Ill., manufacturers of women's raincoats, have appointed the Irwin L. Rosenberg Company, Chicago advertising agency, to direct their advertising account.

T. L. Anderson Advanced by Canadian Agency

T. L. Anderson has been appointed manager of the Toronto office of the Advertising Service Company, Ltd. He has been with this company for eight years.

A. C. Green with Francis Morrison

A. C. Green, formerly with the publicity department of The Union Trust Company, Cleveland, has joined the staff of Francis Morrison, financial advertising, also of that city.

Frank Hayward Joins Dur-O-Lite Pencil Company

Frank Hayward, formerly with the Craver Manufacturing Company, Chicago, advertising specialties, has joined the Dur-O-Lite Pencil Company, of that city, as general sales manager.

Leslie Shope with M. P. Gould Agency

Leslie Shope has joined the M. P. Gould Company, Inc., New York advertising agency, as an account executive. He was formerly with Waite and Shope, direct advertising, of that city.

A New Age Is Giving Beauty Its Place in Business

R. R. DONNELLEY & SONS COMPANY
CHICAGO

Editor of PRINTERS' INK:

This matter of "Beauty's Place in Business" [April 5 issue] should concern all of us. A new age is creating new forms for new conditions. The grain elevators of the West are as beautiful in our time as the Greek temples were in a previous time. Other building is being done with concrete, steel and plate glass in new and beautiful forms.

The works of engineers in our time have a beauty of their own—bridges, factories, tall chimneys, motor cars, airplanes, the interior arrangement of new railroad terminals, are all based upon the achievement of the greatest utility with the greatest economy of means. This principle usually results in beauty. Beauty may well be thought to be the fundamental integrity of the thing itself. Previously, we have thought of beauty as a sauce applied to a pudding, rather than being the pudding itself.

In this age we must consider limitations of time, materials, and expense. Economic necessity demands that a thing be beautiful in its own form, without the addition of superfluous ornamentation. More and more artists and designers are subscribing to the two great principles:

Function must determine form—decorate construction—do not construct decoration.

In modern life, industry and business, beauty should be the thing itself. The factories and machines may be designed with a maximum of interest and beauty. The relation of the man to the machine may be that of the athlete to his particular effort. The product resulting from the man's direction of the machine may be a thing intrinsically perfect in its design, fulfilling its function. This product of the machine will free men from useless toil previously necessary. The ideal of beauty must permeate the whole process. It cannot be a special sauce or lacquer put on after a thing has already been ruined. The important thing is "the art of living."

When we relate all other arts and industries to a proper understanding of the first, then we will have beauty just as great in kitchen chairs as in the country villas of millionaires. Every manifestation of life can be made beautiful if the form used is most fitting and suitable to the function to be performed.

Mr. Brooker's article should offer food for thought to everyone concerned in these matters.

WILLIAM A. KITTREDGE.

Zulu Toy Account to Sugden Agency

The Zulu Manufacturing Company, Battle Creek, Mich., toy maker, has appointed the J. L. Sugden Advertising Company, Chicago, to direct its advertising account.

PHOENIX, Arizona — May 3, 1928 — Postal receipts for January 1928 showed an increase of \$7,000 above January 1927, according to a report just issued by James A. Jones, Phoenix postmaster. In January 1926 the postal receipts totaled \$31,949; in January 1927 the receipts reached \$33,949; and this year the receipts totaled \$40,642. During January of this year, 1,113,000 pieces of mail passed through the cancelling machine. Phoenix ranks fifth in the list of U. S. Postoffices with a gain of 22.07 per cent during the year.

Meet "Uncle Billy" Spear, for 38 years Editor of The Arizona Republican~~



Dean of Editors in the southwest,
"Uncle Billy" has never made a speech. But his voice, with its strength and its humility, its sanity, and its humor has swayed the viewpoint of the southwest to the constructive objectives fostered by The Arizona Republican

Steeped deep in a knowledge of history, mythology, literature, politics, and events of today, while some editorial pages are passing into the discard, "Uncle Billy" Spear has built a great enthusiastic following for a modern, valuable, editorial page in The Arizona Republican

The Oregonian HOME



Portland men, too, prefer The Oregonian—
because it comes to the home in *the morning*,
when they are eager to read the news and
advertisements of the day.

THE PREFERRED NEWSPAPER

anis PORTLAND'S NEWS paper!

And new survey facts show that The Oregonian has an outstanding preference among Portland's home-makers.

THE OREGONIAN has the largest home-delivered circulation in the city of Portland. And more—new survey facts show that the preference of Portland women for The Oregonian is greater than the combined preference for the three other Portland papers!*

What significance does this have to advertisers who have products to sell in the Portland market? . . . It means that their advertising is READ when it appears in The Oregonian, because The Oregonian is read *in the home*—where the majority of today's purchases are planned. And it means that your advertising, when it appears in The Oregonian, reaches the women in the home *in the morning*, when most women prefer to plan their buying—and women do 85 per cent of the buying today.

Food advertisers and others who would sell their products to the women of Portland, should consider this great advertising advantage which The Oregonian holds in this city.

*From the Portland Specialty Merchants' Survey, conducted by Earl Bunting, Marketing Counsellor. Ask for details.

The Oregonian

P O R T L A N D , O R E G O N

Circulation over 106,000 daily, over 158,000 Sunday

Nationally Represented by VERREE & CONKLIN, Inc.

New York 285 Madison Ave.	Chicago Steger Bldg.	Detroit 321 Lafayette Blvd.	San Francisco Monadnock Bldg.
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PEOPLE OF THE PACIFIC NORTHWEST

Why Not Bulletin Boards in Agencies for Space Salesmen?

Bulletins in Agency Reception Rooms Would Keep Space Salesmen Apprised as to Status of Accounts and Save Much Wasted Time

By A. J. Slomanson

DURING the last few years there has been much writing and talking about the fallacies of space selling and space buying, yet few on either side have endeavored to establish a policy which would help correct some of the inefficiencies that exist aenent the relations between space salesmen and space buyers. There are a number of things that could be done to help both salesmen and buyers.

One suggestion is the posting of bulletins in agency reception rooms which would inform all space salesmen as to the development of the different accounts handled by each agency. For example, if space salesmen noticed on the bulletin that certain accounts would not be ready to advertise until four, five, or many months later, they would not waste time waiting for the space buyers only to be given the same information verbally *when* the interview was granted them. Neither would the space buyers lose time and be interrupted in their work in telling the salesmen the information that could be noted on the bulletin.

These bulletins could also contain announcements regarding any specific information wanted by the space buyers before any consideration would be given to solicitations about accounts that might start advertising in the near future. Perhaps the space buyers would want to know what women's features the various newspapers carry. For example, a manufacturer wanted to advertise in newspapers but would only buy women's page position, and that only in papers which carried superior women's features. As it happened, the space buyer had to telephone a large number of newspaper representatives and with constant interviews outlined to all of them the information wanted. This resulted

in a great many space salesmen calling at the agency each day and losing their time in waiting for interviews, whereas, if the information that was wanted by the manufacturer had been posted on the bulletin board it would have enabled the many space salesmen who call at the agency each day to return to their offices and, in written form, together with tear sheets, explain all the pertinent facts about their papers, the respective markets, and the women's features, thereby giving the space buyer the information he wanted without any loss of time, likewise eliminating unnecessary telephone calls and correspondence.

This is only one example. There are many others, such as a request for particulars regarding the merchandising co-operation offered by papers in different cities.

TIMELY SOLICITATION

Such a system would automatically eliminate the querying by space salesmen about certain accounts, and would enable the space buyers to concentrate their attention on a few specific accounts that are about to start advertising. Space buyers could refuse to talk about accounts that would not "break" until six or more months later. Space salesmen, too, could concentrate more on current accounts and not apply their efforts on accounts that would not be in the stage of development for a long time. About 75 per cent of the accounts which space salesmen follow up do not start advertising for three to twelve months after the solicitations, and the time spent in asking questions about this high percentage of static accounts could be utilized to better advantage in getting up presentations about the current accounts posted on the agency bulletins.

There are a great many space salesmen who call on agency space buyers merely to keep a card record of accounts handled by the agencies, and upon questioning the space buyers as to the status of each account, they record on the cards the answers given by the space buyers. Sometimes information is asked about five to ten different accounts of one space buyer and the waste of time caused by this form of solicitation can be readily realized. The agency bulletins would do away with this form of space selling, and accordingly save both the buyer and seller many hours of time each month. Space salesmen would not have to waste time by waiting for a lengthy period in the agency reception room and then when interviewed told what could be listed on the agency bulletin.

Let any publisher visit on any day the reception room of a large advertising agency, and see his salesmen wait probably a half hour or more to see the space buyer, then he would realize how much time is lost and so little accomplished by his salesmen.

Salesmen would be able to increase the number of their calls if the agency bulletin system were inaugurated, and space buyers could accomplish more by not being questioned each day by an endless procession of space salesmen as to the status of certain inactive accounts.

Hupp Sales and Net Profit Increase for First Quarter

The Hupp Motor Car Corporation, Detroit, Hupmobile automobiles, for the first quarter of this year, reports net sales of \$19,009,279, against \$12,783,161 for the corresponding quarter of last year.

Net profit for the first quarter of 1928, amounted to \$1,615,528, after charges and taxes, against \$485,579, for the first quarter of 1927.

J. S. Brock, Jr., with Blackman Agency

J. Spencer Brock, Jr., recently with I. A. Klein, publishers' representative, New York, has joined the media department of The Blackman Company, New York advertising agency. He formerly was with the Philadelphia *Inquirer*.

Discuss Separate Sales Force for Each Company Product

At a recent meeting of the Sales Managers' Club of New York there was much variance of opinion on the subject of selling more than one product by means of one salesman. Ralph Starr Butler, general advertising manager of the Postum Company, Inc., opened the discussion on "Should There Be Separate Departments and Separate Sales Forces for the Different Products of One Concern?" The opinions of most of those who spoke was that, wherever it could be worked, there was a limit to the extent and also the type of merchandise which would, in itself, determine whether or not this kind of selling could be applied.

Among those who joined in the discussion were R. D. Keim, director of sales of E. R. Squibb & Sons; Dr. Paul Nystrom, professor of marketing, Columbia University; R. C. Hay, merchandising sales specialist; Charles W. Hoyt, of Charles W. Hoyt Company, Inc.; Edward Krehbiel, The Gorham Company; J. Robert Brundage, of White & Wyckoff; R. J. Comyns, of the Alexander Hamilton Institute, and A. C. Monagle, of the Royal Baking Powder Company, all of New York.

The next meeting of the club will be May 11, and the subject to be discussed will be "Measuring Customer's Attitude."

C. R. Noble to Join Powers Engraving Companies

Clifford R. Noble will become a member of the executive staff of the Powers Engraving Companies, New York, on June 15. He will head a new Powers corporation. Mr. Noble has been production manager of The H. K. McCann Company, New York, for the last ten years.

Newport Rolling Mill Appoints B. F. Faulkner, Jr.

Benjamin F. Faulkner, Jr., has been appointed director of publicity of The Newport Rolling Mill Company, Newport, Ky. He succeeds E. L. Becker, resigned.

W. C. Durant Elected to Industrial Rayon Board

W. C. Durant, president of Durant Motors, Inc., New York, has been elected to the board of directors of the Industrial Rayon Corporation, also of that city.

Ogden "Standard-Examiner" Advances J. P. Casey

James P. Casey, advertising manager of the Ogden, Utah, *Standard-Examiner* has been appointed associate general manager of that newspaper.

A Letter a Day Keeps the Prospect Away

The Dangers of Overdoing Follow-up Campaigns in a Desire to Obtain Too-Quick Reader Response

By A. L. Townsend

FOllow-up letters can defeat their own purpose when there are too many of them and they are too restlessly, impatiently insistent.

There is far too much impatience in modern follow-up business correspondence. In our desire for results, we tire the prospect out. Here is what happened in one organization last year, as told to me by the vice-president:

"Our product is an ultra novel and new idea in kitchen cabinets and in our magazine advertising we conceived the idea of sending, free on request, a most attractive cardboard miniature of this model, printed in full color. Children could cut it out, fold it and make a perfect little cabinet for the toy house.

"While this plan was a neat one in an advertising sense, what we were really after were names of prospects, which we could pass on to local dealers, or follow-up in our own way from the home office.

"With the cardboard cutout went a questionnaire. Was there a kitchen cabinet of any kind in this home? If so, its type and name. How many years purchased? How many in family? Did the housewife do her own cooking? An offer was made to forward, upon receipt of the filled-in questionnaire, a handsome recipe book and descriptions of our models for various-size homes and kitchens.

"Less than 40 per cent of the questionnaires ever came back. I rather imagine, now that I think it over, that women resented being asked these questions, and allowed the matter to drop there.

"At the home office, we took the wrong attitude; we felt that everyone receiving the color cutout should thank us and express modest gratitude by at least writing, or returning the query-blank. We were forgetting that the invitation

had originally come from us and that we had allowed the note of "no obligation whatsoever" to permeate the text.

"In any event, we planned an elaborate system of follow-up letters. They were in facsimile, and numbered up to nine. Letter No. 1 inquired as to the receipt of the questionnaire and the arrival of the cutout. Letter No. 2 expressed surprise that our other communications had not been answered. Letter No. 3 continued in this note, stepping on the gas. Letter No. 4 began to intimate a reproach. Letter No. 5 was quite openly a reproach. Letter No. 6 included some added literature and a special price concession, a cheaper model, etc. Letter No. 7 demanded to know if anything in the conduct of our business or in the character of our product should invite the cold indifference of the prospect. Letter No. 8 shrugged its shoulders and seemed to say, 'Well, you certainly are unobliging and impolite,' and Letter No. 9 was a sizzling finale.

"These letters were sent out at intervals of less than a week and in all of them some leaflet or brochure or booklet was included. If a letter was received from the prospect, at any stage, the program was altered, of course, and original communications sent. Unfortunately, a too-apparent number of women received the entire charge of facsimile buckshot in a peppery and continuous fire.

"Then we *did* begin to get a kick-back! Our dealers wrote in and wanted to know if we were 'crazy.' Complaints were being received by them from women. Our direct-mail schedule was making enemies, not friends, in the community. Women were pretty hot about it.

The prospects themselves, after

this barrage of correspondence, took the time and the trouble to tell us just what they thought, which was not complimentary, to say the least. We had made an offer with no strings attached, and the prospect had taken advantage of it, never suspecting that he would be annoyed by a continuous stream of insistent and provoking letters of inquiry.

"This one campaign taught us a severe lesson and one which was needed. We made rapid restitution, as best we could. Apologies were sent to those who wrote in, but we were a long while getting things back to normal and to this day many dealers laugh or frown at our shortsightedness.

"Our present method is directly opposed to the former scheme. Not only do we caution dealers not to rush upon a name the moment it is sent, but free literature is sent with a quiet little letter in which we merely thank the woman for having thought of us at all. If, at any time, we can be of service to her, she need only drop us a line. One week later we send out a special communication. It is a small recipe book, written specifically for us by a well-known expert. The letter in this case suggests that as we had published it recently, we thought the prospect might find it valuable.

"Later on, if there is no response, we send a ten-leaf folder, containing our complete line of cabinets. In all, nine pieces of follow-up go forth, but there is never the slightest suggestion or urge or reproach. In fact we do not intimate that the prospect has failed to acknowledge any of our direct-mail matter. We are as polite as though we had received a bagful of mail from them. I can't begin to tell you how much better this is, in every possible way."

There is too much insistence in a majority of the form letters sent to lists, especially women.

I have a hobby, raising chickens. A short time ago I was in need of a brooder for my country place. I rather liked the looks of a certain brooder illustrated in an advertisement and asked for a cata-

log, prices, and other information. At the bottom of this letter I took the pains to inscribe these words: "I may never buy anything of you. I promise nothing, but your advertisement interests me."

In two days, I received not only a handsome illustrated catalog, but a number of other pieces of valuable printed matter, including a novel treatise by a professional on the proper care of young chicks and chickens. The letter was diplomatic enough; it thanked me for sending for the material and assured me the house would be ever willing to serve my wants, should I decide to purchase a brooder.

I was favorably impressed, and after a study of the advertising literature, made up my mind to send for the brooder first seen pictured in the magazine, or to locate a dealer who handled the line in some nearby community. So far, the advertiser had won my confidence and my regard. But here was something he did not know: I was suddenly called away to a Southern city, where my business held me for two months.

My wife, in the meanwhile, sent all personally addressed mail down to me, each day, as it arrived at the house. And that mail was choked with follow-ups from the brooder concern. All of the goodwill its opening letter had created was gradually destroyed and in its place developed a sincere contempt.

In all, a dozen pieces of mail-matter must have been sent, sometimes at intervals of a few days. As the hours passed, these letters one by one became more virulently immodest.

It will elucidate the spirit of this article to quote some of the letters, three of the tail-enders:

Since requesting a catalog, which we sent at once, as per your request, we have not heard a word from you. To us, this does not seem business-like nor kind. You might at least have written a brief letter. If you do not intend to buy a brooder, we will let the matter drop, but please advise us, one way or the other.

So much for one piece of ill-advised business correspondence. Now for a second:

Still no word from you. We fail to

understand your silence. Our house has been manufacturing poultry specials for almost fifty years and has been long looked upon as a leader. If you question this, ask anyone who knows the business. We desire to strike your name off our mailing list as a dead issue, or keep after you until you see the value of our goods.

And this letter was the last, as it should have been:

Doubtless you have purchased some other make of brooder. At the inception of this correspondence, we note, on referring to our files, that you were interested in Model 17, and requested literature, which was sent, but you failed even to acknowledge it. Suppose your own customers and prospects treated you in this manner, what would you think? What would be your state of mind as regards them? Frankly, we are not accustomed to being treated so discourteously and resent it.

The letter they received from me was equally to the point. By this time I was red-hot. I did go so far as to explain that all this mail had been sent to my home while I was absent and under conditions which absolutely prohibited me from thinking about brooders.

Their wired apologies were of no avail. Some impatient and ill-advised correspondent had done his concern an irreparable harm.

People should be given an opportunity to decide for themselves and to "think things over." No prospect cares to be rushed and bounced along at a feverish rate of speed. The clerk in the store who attempts this is very generally detested, and the follow-up campaign that deals in it is equally aggravating.

Appoints Ludgin & Salinger

The Milwaukee Lace Paper Company, Milwaukee, Milapaco lace papers, has appointed Ludgin & Salinger, Inc., Chicago advertising agency, to direct its advertising account. Business papers will be used.

L. C. Rockhill, Director, Miller Rubber

L. C. Rockhill, sales manager of the Miller Rubber Company, Akron, Ohio, has been elected a member of the board of directors.

Appoints Fred Kimball, Inc.

The Lebanon, Pa., *Report*, has appointed Fred Kimball, Inc., publishers' representative, as national advertising representative, effective May 5.

M. A. O'Mara, President, Brockway Motor

Martin A. O'Mara, formerly vice-president in charge of Eastern sales of The White Motor Company, Cleveland, has been elected president of the Brockway Motor Truck Corporation, Cortland, N. Y. He will devote most of his time to merchandising the Brockway company's output. George A. Brockway, founder of the company, who has been president, has become chairman of the board.

J. W. Stephenson, formerly president of the Indiana Truck Corporation, Marion, Ind., which was recently merged with the Brockway company, has been elected a vice-president and director of the Brockway company.

Newspaper Campaign for New Chain Stores

A newspaper campaign has been started by the R. Grocer System for the Orange Front Stores located in Detroit and Southeastern Michigan. This is a new chain organization operating more than 500 stores. Whipple & Black, Inc., Detroit advertising agency, is directing this campaign.

The National Grocer Company, Detroit, is using newspapers in Michigan and other Central States to advertise Light House coffee. This campaign also is being directed by Whipple & Black.

R. J. Cook with Pathescope Company

Roy J. Cook, formerly with the New York office of *The Magazine of Business*, has joined The Pathescope Company of America, Inc., of that city. He will be associated with C. F. Ivins, managing director of the industrial division. Mr. Cook was, at one time, with Dorrance, Sullivan & Company, Inc., New York.

Canadian Distillery Plans Campaign

The Atlantic Distilleries Company, Ltd., St. John, N. B., is planning an advertising campaign on its industrial alcohol in trade papers. Campbell-Ewald, Ltd., Montreal advertising agency, will direct this advertising.

Has Leather Specialty Account

The Enger-Kress Company, West Bend, Wis., manufacturer of leather specialties, has appointed Carroll Dean Murphy, Inc., Chicago advertising agency, to direct its advertising account.

Joins John L. Butler Agency

Alice F. Loughlin has joined the copy department of the John L. Butler Company, Philadelphia advertising agency.

New York Evening Journal

*announces
the appointment of*

Rodney E. Boone

as General Manager National Advertising

effective May 1, 1928

Mr. Boone has taken over the entire personnel of the National Advertising Department of the New York Evening Journal.

E. M. Alexander

Vice President

Use color where it is yet unusual and hence outstanding

Color in the newspaper has not yet become commonplace. It is still unusual, still able to stand out by contrast.

A page of vivid color in the American Home Journal, weekly magazine of the Chicago Evening American is thus doubly effective, for to its unique character is added the valuable feature of color-identification of the product the page exploits. To motor car manufacturers especially the two-fold advantage described is of great importance. Through the American Home Journal they can reach in outstanding fashion the largest evening newspaper circulation in Chicago—a circulation averaging well over 550,000—more than ninety per cent of which is concentrated in Cook County.

And Cook County is the largest metropolitan motor car market in the world!

National Advertising Executives

Chicago Office
Hearst Bldg.
Chicago, Ill.

Detroit Office
Book Tower Bldg.
Detroit, Mich.

Boston Office
554 New England
Press Bldg.
Boston, Mass.

Rochester Office
136 St. Paul St.
Rochester, N. Y.

Atlanta Office
82 Marietta St.
Atlanta, Ga.

RODNEY E. BOONE
General Manager, National Advertising
9 East 40th St., New York, N. Y.

American Home Journal
WEEKLY Magazine OF THE

 CHICAGO EVENING AMERICAN
 a good newspaper

AN IMPORTANT ANNOUNCEMENT TO ADVERTISERS AND ADVERTISING AGENCIES

The Chicago Evening American will be henceforth associated in national representation with a compact and notably strong group of exclusively Hearst evening newspapers. We are most gratified to find ourselves thus situated.

Through offices located in principal cities the Boone Organization, under the capable management of Rodney E. Boone, will by virtue of a narrowed objective be able to more closely contact and more helpfully serve national advertisers and advertising agencies. Concentrated study of the evening fields involved by staffs already greatly familiar with them will unquestionably increase the degree and quality of the service for which the Boone Organization is widely known.

The Chicago Evening American is pleased at its inclusion in this new group, headed by Rodney E. Boone and embracing in addition to itself the New York Journal, The Baltimore News, the Wisconsin News, the Washington Times and the Albany Times-Union.



Rodney E. Boone

CHICAGO AMERICAN
EVENING

a good newspaper

THE BALTIMORE NEWS

147,223
*Average Circulation
for Six Months
Ending March 31*

THE largest circulation in Baltimore, its suburbs and Maryland of any daily paper.

An absolutely unduplicated circulation with no bargain rates for taking some other edition.

A City and Suburban circulation of 128,299 (87% of the total) and a home delivery of 46,536 in the city and at the face price of the paper — without subscription combinations of any kind or reduced prices.

CHICAGO
929 Hearst Bldg.

BOSTON
5 Winthrop Square

Rodney E. Bo
9 E. 40th St., New York
ATLANTA, GA.
82 Marietta St.

THE BALTIMORE NEWS

The Largest Evening Circulation in the South

BETWEEN 2 p. m. and 6 p. m. on the streets of Baltimore, it far outsells its two competitors. It is the City's favorite newspaper.

It covers more of Baltimore's population—with no enforced duplicated circulation—every copy counting—than any other daily paper.

In the trading territory it covers, at four to a family, 64%—again without duplication—and this is the largest coverage in this territory.

The national advertiser who wants to sell to the Baltimore market gets a real run for his money in The Baltimore News.

E. B. General Manager National Advertising
40th New York

DETROIT
Book Tower Bldg.

ROCHESTER, N. Y.
136 St. Paul St.

Washington

The market with a National influence—is one of the country's fastest growing cities, with a population today of well over half a million.

WASHINGTON TIMES

THE NATIONAL DAILY

Is the fastest growing advertising medium in the fast-growing National Capital, with

*More
than* **94,000**
circulation today

A good buy a year ago—a 75% better buy today.

"You Can't Cover Washington Without The Times"

RODNEY E. BOONE

General Manager, National Advertising
9 East 40th Street, New York City

ATLANTA, GA.
82 Marietta St.

CHICAGO, ILL.
Hearst Square

BOSTON, MASS.
New England Press Bldg.

DETROIT, MICH.
Book Tower Bldg.

ROCHESTER, N. Y.
136 St. Paul St.

*The Realization
of a Vision*

**The WISCONSIN NEWS
SATURDAY**
**REAL ESTATE
AND**
HOME BUILDING
SECTION

In February of 1925, the Wisconsin News inaugurated its Saturday Real Estate and Home Building Section. This regular weekly feature was to serve the double purpose of educating its readers on the value of Milwaukee Real Estate, thus promoting home ownership, and giving the news of the important real estate developments of each week.

The success of this Saturday Section has broken every precedent. It has passed its two Sunday competitors in reader interest, and in real estate advertising lineage. Its advertising predominance is shown by the following comparison of 1927 Real Estate advertising figures:

Saturday Wisconsin News	- 374,326 lines
Sunday Journal	- - - 343,174 "
Sunday Sentinel-Telegram	- 203,607 "

AN INVITATION—

The Wisconsin News Saturday Real Estate and Home Building Section is no longer an experiment. Its pulling power has been fully demonstrated by hundreds of Real Estate Advertisers.

Thus, the Wisconsin News now feels justified in inviting national advertisers into this powerful section. Copy pertaining to home products such as electrical appliances, vacuum cleaners, refrigerators, etc., as well as building materials and builders' supplies, will reach a most responsive audience.

Copy of typical section will be sent upon request.

WISCONSIN NEWS
M I L W A U K E E

RODNEY E. BOONE

General Manager, National Advertising
9 East 40th Street, New York City

Chicago

Boston

Detroit

Rochester

Atlanta

The worth of coverage like the worth of acreage, lies in where—and how!

Out of 28,500 English-reading families in Albany, the Times-Union for the first four months of 1928, has averaged more than 27,500 city circulation.

The entire circulation of the Times-Union is Albany advertising circulation.



RODNEY E. BOONE

General Manager, National Advertising

NEW YORK
BOSTON

CHICAGO
ATLANTA

DETROIT
ROCHESTER

Why the Railroads Must Fight to Hold Passenger Business

Even Though Passengers Are Very Often Carried at a Loss, It Is Highly Important That the Decline in Passenger Revenues Be Stopped

By J. G. Condon

PASSENGER revenues of American railroads in 1927 were the smallest since 1917. They declined more than \$67,000,000 compared with 1926. From more than a billion dollars in that year, they were barely \$975,000,000 in 1927.

Why this reduction? Certainly, people have not quit traveling. As a matter of fact, they are probably moving about more than ever before but, unfortunately for the railroads, they are not using the service they offer. The motor car is the answer; the bus to an extent, but more particularly the so-called pleasure car.

Of course, it is an oft-repeated story that railroads lose money on passenger service and some wonder may be expressed at the concern the situation has aroused. Only a second's consideration is necessary, however, to recall the millions upon millions of dollars invested in railroad terminals and equipment and the need of earning some measure of return upon this valuable property even though this return fails to provide a new dollar for each old dollar devoted to passenger service.

The carriers must, of course, go on providing passenger service. It is the usual theory to hold that the convenience of the public requiring this non-productive service is the price carriers shall pay for the opportunity afforded them for successful operation in other branches of transportation.

Then there is another reason why railroads must stay in the field of passenger transportation. There is, undoubtedly a direct relationship between good passenger service and successful freight operation. The line with the most modern cars, the fast trains, particularly when their reputation for on time performance is good, naturally has

an appeal to the man controlling routing of important freight tonnage. If he has recently been delayed an hour or two and missed an important engagement because a locomotive suffered from a mechanical defect, or has experienced annoyance from an ill-equipped passenger station, he is naturally going to be influenced against that line when he ships heavy tonnage. Such an attitude is perfectly natural and railroad men recognize it. Good passenger service is always a strong sales talk in freight solicitation.

Important to a study of the passenger situation is the revelation in the 1927 figures that the decline in day coach business in that year was 9 per cent, while the reduction in sleeping and parlor car traffic was only 3 per cent. In fact, this sleeping and parlor car business was the largest in the history of the railroads excepting only 1926. It was 23 per cent greater than in 1921, although the coach business was off 33 per cent. Equally as interesting is the fact that in 1921 travel by sleeping and parlor cars was only 31 per cent of all the railway passenger business, while last year it was more than 45 per cent of the total.

RAILROADS ARE LOSING SHORT TRIP BUSINESS

These figures tell a remarkable story. They plainly show that the American is gradually quitting the train for his short trips—that he is relying more and more upon his own car or the bus—but that when it comes to distant travel he is doing more of it and that he is using railroad service for the purpose.

The situation points definitely toward the line of action facing the railroads in behalf of their passenger business. Never before

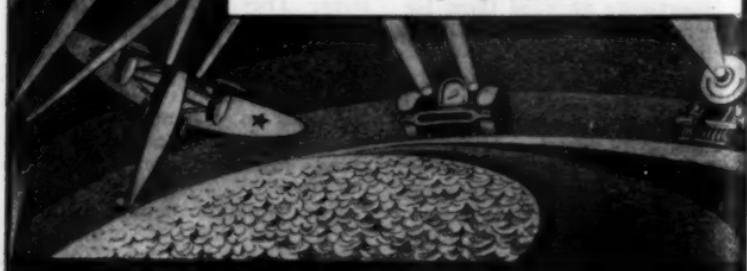


The
SPOTLIGHT
OF
TRAVEL

Travel advertising demands a direct reply from the reader and points the way to profit for other classes of magazine advertising. ¶ Because travel appetite and the position in life it indicates are sure guides to quality of circulation. ¶ In the advertising records of 1927 *The Digest* is a leader and no other general magazine of a million or more circulation gets into the spotlight as a travel medium until nineteen quality publications have had their turn. ¶ In growing to the great circulation now engaged by *The Digest* we have indeed proved that quality circulation does not necessarily come in small packages.

The Literary Digest

Of the May issues we shall print 1,600,000
copies per week



was consistent advertising more necessary. The short haul business—the least profitable—is finding a more economic basis; the long haul traffic is the railroads' to command. This command can be given through advertising.

Let it be said to the credit of most railroad executives that they are thoroughly alive to the situation. Advertising campaigns in progress, and undoubtedly those in preparation are directed only to the distance traveler. They are reason-why arguments for the use of the train. Train service today is fast, comfortable and dependable. The whole story of railroad advertising today would seem to be told in those three descriptive words.

But are the railroads doing enough advertising in this direction? Those who heard a remarkable speech at the annual dinner of the Philadelphia Traffic Club recently by no less an authority than Sir Henry Thornton, the dynamic head of the Canadian National, gained the impression that he did not think so. Contrary to the views of so many, all of them outside the railroad field, Sir Henry had no fault to find with the method of salesmanship of railroad traffic departments; his criticism went rather to their failure to be permitted to do more of it. Specifically, he mentioned advertising in this connection.

It doesn't follow either that all the business lost to motor cars will stay there through default upon the part of the railroads. In a recent time-table folder of the Boston & Maine, I noted this significant paragraph signed by the Passenger Traffic Manager and addressed "To Our Customers":

It is the policy of the Boston & Maine Railroad to make its passenger service attractive and as ample as passenger revenue warrants. We believe that many persons have found travel by train in recent months more pleasant, more economical and even more convenient than the private automobile under present conditions of improved train service and highway hazard. Constructive suggestions as to how service may be further adjusted to meet the public needs are appreciated.

Note the emphasis on pleasure and economy and that brief but

significant reference to "highway hazard."

Equally as significant is the reported concern of many communities as to what is to happen to them if railroads find their passenger business so depleted that they must reduce the quantity and the quality of their trains. The Mayor of Atlantic City was recently quoted as viewing with alarm possible drastic reduction in passenger service by railroads to that resort. He proposed measures designed to hamper bus competition with the railroads. This, of course, does not affect the man who uses his own car and it is to him the railroad must direct its advertising. The Boston & Maine and the Reading, among others, are doing this. Certainly, many lines sooner or later must do likewise.

Rodney E. Boone to Represent New York "Evening Journal"

The Rodney E. Boone Organization, publishers' representative, has been appointed to represent the New York *Evening Journal*, of which Mr. Boone becomes general manager of national advertising. Mr. Boone has taken over the entire personnel of the national advertising department.

With the addition of the *Evening Journal* Mr. Boone informs PRINTERS' INK:

"Arrangements have been finally consummated that make it possible for the organization I supervise to concentrate its energies on the following evening newspapers, namely, Chicago *American*, Baltimore *News*, Milwaukee *Wisconsin News*, Washington *Times* and Albany *Times-Union*, while maintaining offices at principal strategic points."

"Nation's Business" Appoints Detroit Manager

Joseph H. Buckley has been appointed Detroit advertising manager of *Nation's Business*, Washington, D. C. He has been on the advertising staff of the *New York World* for two years, handling automobile advertising.

In his new position, Mr. Buckley succeeds Roy Walker, who will join the advertising staff of the Curtis Publishing Company, Philadelphia, June 1.

John Hart with Richmond "Times-Dispatch"

John Hart, formerly with the advertising staff of the Richmond, Va., *News Leader*, has joined the gravure advertising department of the Richmond *Times-Dispatch*. He formerly was with the Page Advertising Agency, also of that city.

How the Department of State Helps Exporters

One of Its Chief Duties Is to Keep the Highways of Commerce Open

By W. R. Castle, Jr.

Assistant Secretary of State, U. S. Department of State

WHEN Mr. Hughes was Secretary of State he made the remark that one of the chief duties of the Department was to keep the highways of commerce open and in good repair. It was a profoundly true statement. A very large part of the work of the Department consists in making it possible and keeping it possible for you to carry on your foreign business. Mr. Hoover is your advance agent, Mr. Kellogg is your attorney, who enables you to take advantage of the opportunities that open before you.

There is a strangely persistent story among American business men that the Department is not keen to look after their interests as the British Foreign Office, for instance, looks after British interests. This may be because many people think the British Foreign Office does many things we would actually never think of doing. It may be true, as is often said, that British consuls do more to drum up trade for their nationals than ours do, but the fact remains that our consuls during the last year sent in to the Department 27,967 trade reports, many of which were passed along to you by the Department of Commerce as well as answering direct some 37,000 inquiries; and that our diplomatic and consular officers keep us steadily informed of economic and financial conditions in all countries, give the background which the individual must have to decide whether a venture is worth while. It is also true that the Department of Commerce has its trade commissioners everywhere who are acting as your advance agents.

I said that the Department of State was primarily, for you, an

attorney, an advocate abroad of your interests. Whenever a legitimate American business enterprise in any foreign country gets into difficulties which cannot be settled by ordinary processes of law we are ready to take up the cudgels for it. Naturally I do not mean by this that we should try to get for you special facilities which we, with your full concurrence, would deny to foreign business in the United States; but that it is our constant endeavor to secure for you the same rights and privileges held by anybody else in the world. With a fair start and no favors I should count on American business ability and push to run a winning race every time. It is for the Department of State to see that you have that fair start and that others get no favors which give them a handicap.

Instead of discussing the details, with many of which you are familiar, I prefer to say a few words as to the broader, the more fundamental activities of the Department, the things which are not particularly noticed because they are taken for granted like the air we breathe.

The whole basis of commercial relations depends on international treaties. Without treaties, it is true, trade can be carried on—as it is now with Russia—but there is no redress for wrongs, no solid basis of safety. Modern commercial treaties were practically nonexistent a very few years ago. We got along as best we might with the aid of treaties a hundred years old but they were a sadly weak prop under modern conditions of rapid communication. Furthermore our old treaties were based on the conditional form of most-favored-nation treatment. The merchant was never safe.

If, for example, the German

Portion of a talk delivered April 27 at Houston, Tex., before the Fifteenth National Foreign Trade Convention.

duty on automobiles was 40 per cent, Germany might at any moment conclude a special arrangement with France by which French cars would be admitted at a 20 per cent duty in return for a low French rate on German steel. American cars would be driven from the German market. Under the unconditional form, which is that of our present treaty with Germany, we automatically receive the same reduction that Germany gives to anyone else, no matter what the reason. Traders know exactly where they stand in that they can never be subject to discrimination. Three treaties of this sort are in effect, fourteen more are under negotiations. The Department has also made temporary arrangements with sixteen nations by which discrimination is abolished or reduced to a minimum until such time as treaties can actually be signed.

What should never be lost sight of in these treaties, however, is that their purpose is to do away with discriminations, not to get special favors for Americans and American goods. We cannot guarantee that other nations will not raise their customs tariffs inordinately high, only that they shall not raise these tariffs against us as distinguished from others. Too many people write the Department suggesting that we order this or that country to lower its duties, or to do away with its Government monopolies. We cannot interfere in matters of internal concern of other nations because we should resent interference with our own affairs on the part of others. Special favors to one lead to recrimination from others, to tariff wars, perhaps, and certainly various forms of subtle interference with trade which is almost as disastrous.

The Department of State has always stood for the open door. That, indeed, can be called a distinctively American policy, adopted now with few reservations by the principal civilized nations. But all your Government can do is to open the door and hold it open. We cannot pass through the door and

do business for you and I am perfectly sure that in the long run you would not want us to do it. Too obvious Government support of business, too obvious co-operation with business is sure to lead to interference with business, to eventual control of business.

NEW DOORS

All the time the Department of State is opening new doors through which pioneers of American business can pass. In Mexico Mr. Morrow is rapidly solving the difficulties that have made the country unsafe for American business. Throughout Latin America people are beginning to understand, I think, the spirit which actuates the Government of the United States. We have no smallest desire to tie up any of these countries to a financial yoke. We want no territory, have no wish to influence them politically, except insofar as keeping the peace may be called political.

The purpose of the Department of State is rather to keep their loans in bounds so that the money they borrow may be used wholly to make them self-supporting and self-respecting. We want them to be strong, peaceful, productive because we want them happy and satisfied. And we trust American business to go with us in this, to prove to our neighbors that there is no thought of exploitation, no desire to take advantage of our strength to crowd weaker but equally honorable competitors to the wall. Throughout Latin America there is a great and largely unexplored market for American enterprise but we shall never be able to secure our fair share of that market unless American business will be as eager as the American Government to prove that we have no ulterior motives, that in making money for ourselves we are equally expanding the capacity and increasing the happiness of the countries where we operate. Work in this way and you will always have the unstinted support of the Department of State.

Getting the Most Out of a Salesman's Productive Hours

Some Instances That Show How Necessary It Is for Salesmen to Plan Their Calls

By A. H. Deute

DEAR BILL," the letter from the sales manager to the salesman read, "I'll pass your expense accounts showing \$2.00 spent for dinner, providing you cut the lunches down to not more than the price of a malted milk and a sandwich."

The above mentioned Bill emitted a mighty roar when this letter reached him. For ten days he fumed and fussed and told his troubles to bosom friends. "Working my head off for a house for ten years only to have them tell me to starve myself in the middle of the day. If they don't make enough money out of me, they'd better say so and get another man." Then, on a Saturday morning, this Bill came into the home office. At nine o'clock he was ready to see his sales manager. But the sales manager knew what to expect so he had no time for Bill. Ten o'clock came. Then eleven o'clock. Then word was sent out to Bill that the boss would take him out to lunch at one o'clock.

"A glass of malted milk and a peanut butter sandwich, I suppose!" was Bill's sour comment. "However, I guess I'd better stick it out."

Shortly before one, sales manager and salesman left the building together. As they passed the drug store on the corner, Bill could not refrain from saying, "There's a soda fountain," but his boss merely smiled.

They walked the three blocks to the town's leading hotel which featured a Heidelberg Grill. "Well, Bill," the sales manager said, "I'll bet you're hungry. I've kept you waiting. But here's a good long list. Hop to it."

So Bill enjoyed a half dozen oysters and then pig's knuckles and sauerkraut and topped it off with a big cup of coffee, an extra fine

cut of apple strudel with a bit of Liederkrantz cheese. Then with a big cigar in his mouth, Bill snuggled down in a comfortable chair in the lounge.

The sales manager excused himself on the plea of having to make a phone call. Bill was not opposed to waiting a few minutes before starting the day's conversation.

BILL'S SLUMBER HOUR

Ten minutes later, the sales manager returned to find Bill dozing peacefully, as per expectation. While the sales manager read a paper, Bill put in a comfortable hour. It was going on three o'clock when he stirred and woke with a start. Bill was very apologetic. His boss was magnanimity itself.

"Perfectly all right, Bill. Don't blame you a bit. Had a hard time myself keeping my eyes open. If I had kept up with you at lunch, I'd have had to take a snooze. A man needs a little siesta for an hour or two after laboring manfully at a regular he-man meal. It's only human nature, or, more correctly, animal nature."

"Maybe you can see now why I wrote you that if you would go easy in the middle of the day I wouldn't look at your dinner expense accounts. If you've got to get yourself knocked into a stupor after any meal, make it dinner and sleep it off on your own time. But you know and I know that from two to four in the afternoon is the best time in the day to sell goods and that's when you can't afford to be slow in the head as well as in the feet."

Then there followed a very sensible talk on how to use the day's limited number of working hours.

One salesman who has developed his theory tells me that he has,

**no matter how
well you shoot**

**it's a good idea
to *pick*
your duck**

The Outlook
120 East 16th Street-New York
FRANCIS RUFUS BELLAMY, *Publisher*
WM. L. ETTINGER, JR., *Advertising Mgr.*

LA PRENSA'S cabled news is indispensable to business men

La Prensa leads all papers in the completeness of its cabled news . . . and it is news of foreign markets that determines the course of business in Buenos Aires . . . because business in Buenos Aires is international. LA PRENSA is the recognized source of accurate and dependable news. As a guide to business and financial men in their daily transactions it is considered indispensable.

Not only is LA PRENSA the most widely read paper in South America, but also it is read by those who are considered the advertisers' best prospects . . . the best educated in the population and those who can afford to buy what they see advertised.

JOSHUA B. POWERS

Exclusive Advertising Representative

14 Cockspur Street,
London, S.W.1

250 Park Avenue,
New York

for years, planned his work so that he gets at some of his regular customers early in the morning. By ten thirty he's through with them. By eleven he's back at his hotel and has a quiet late breakfast or early luncheon, finishing it at eleven thirty. It's really his first meal of the day. Until one o'clock he plans his afternoon's work and his real appointments start then, with the day's major jobs scheduled to start at two and continue until four.

WHEN TO CALL ON THE APPLE PIE BOYS

"Between two to four," he says, "I see the real hard ones—the men who like to tell salesmen what they think of their houses—the men who enjoy being slightly abusive in the morning and positively rude just before lunch. Especially that's the time, between two and four, that I set aside for the generously proportioned men, the kind you just know like to slip out around noon and get the club cuts of roast beef with the great big baked potatoes. The apple pie and extra cup of coffee boys buy much more readily when their mentalities are receptive than when they are combative. In fact, nine men out of ten are more reasonably inclined after luncheon until about four o'clock. An interview of half an hour between, say, two thirty and three, is worth a whole morning's fighting with the same individual. In fact, as often as not, the same man who will listen sweetly around two thirty will throw you out rudely during the morning."

In short, between two and four the salesman who would put in a good day's work must be at his best. There is no compromise with those hours. It is as necessary for the salesman to be fit at that time as it is for the football player to be at his best during the Saturday afternoons in October.

A sales manager for whom I once worked had a real flare for statistics. He had one very startling set of figures which had to do with the productive hours of the average salesman.

When you consider the totals first, they seem ridiculous. So one must study them through the other way.

First, he deducted the two-weeks' summer vacation. Then there was the week of the fourth of July which, in his line, was practically a week of wasted time. Then there were the two weeks over the Christmas holidays—a total of five weeks, leaving only forty-seven working weeks in the year.

Saturdays were recognized as total losses. Figures showed that each man averaged enough hours in traveling from town to town to use up another two days per week. That used up three days out of the six, which left a total of three working days a week in forty-seven weeks—a total of 141 working days in the year. Now, these men averaged eight calls with five actual canvasses per day. One can count only the actual selling talks, making five times 141, or a total of 705 calls a year when there was an opportunity to sell goods. The average interview lasted a half hour to an hour. Giving each one the benefit of the maximum, there were approximately 700 hours in the year during which time the salesman was actually engaged in work which had a chance to be remunerative to the house. All the rest of the time during the year was spent in planning to commence to begin to get ready to get in shape to talk to the prospect.

In short, not more than two hours per day, taking the year as a whole, went into real productive effort. These men averaged \$100 a week salary and their annual traveling and hotel expenses averaged another \$3,500. Thus, each man cost on an average \$8,500 a year. Twelve dollars an hour was the cost to the firm of the actual working time of its salesmen.

Allowing the men the benefit of figuring an hour for a good sales talk, it meant that each man had to be an unusually effective man for the company to remain in business and make headway. Now,

the company did that and still does it, so that it cannot be said that the salesmen are putting it out of business.

But it does open one's eyes to the high cost of selling, due, in great part, to the small amount of actual time which goes into selling.

One of these days some Henry Ford of sales management will come along and devise a way to keep his men in productive sales work six or more hours a day, pay them relatively tremendous salaries and still show selling costs which will make the old timers shake their heads and say "It can't be done!"

A few weeks ago a sales manager who used to work for this same statistical sales manager and who is familiar with this way of getting at salesmen's costs, told me of this instance:

One of his men, drawing \$75 a week and costing another \$60 to \$75 a week traveling expenses was in the house to talk about an advance in salary. The sales manager had figured out that this man was costing the company about \$10 for each hour of productive work.

"Tell you what I might do with you," he said to the salesman, "Take your pencil. Suppose I'd agree to pay you \$4 an hour for your productive working hours. Figure it out. How would you get off?"

The salesman's pencil wrote eight hours a day at \$4 amounts to \$32. Six days a week, a total of \$192.

"Do you mean that's salary and expense?" the salesman asked.

"Surely."

"Well, that would be pretty fine. That would be about right. I'm not opposed to that because I work hard and steady."

Then the fun began.

"Before we close on that deal, better let's figure it a little more carefully," said the sales manager. "First, you'll not get the \$9,984 you arrived at by multiplying \$192 by fifty-two weeks. You know there are five weeks in the year when you aren't out at all. That pulls you down \$960 right at the start."

Then the details were figured out for this salesman. He saw that he was going not to exceed 700 hours a year of productive work. He became a little excited.

"Are you trying to talk me into taking \$2,800 a year?" he almost shouted.

"Not at all—I'm talking you out of jumping at conclusions and accepting \$4 an hour for the time you are doing productive work for us. I'm just trying to let you realize what the house has to put up with because you aren't putting in more than two hours a day on an average."

NOT JUST A BOOKKEEPING TRICK

The salesman remonstrated that that was no way to figure—that was just some fool bookkeeping trick.

"No, it's no bookkeeping trick. It's what the house is up against. The house goes right on paying you for those five weeks when you don't produce anything. It pays you for all those days you just get into position to do some business. If you, as a salesman, could figure out some way by which you could do four hours a day on an average of real work, you'd double your present sales. Your earnings on your present salary and rate of commission would actually more than double. You wouldn't have to be here talking about more money which isn't in the cards. You'd be earning it and getting it."

Few salesmen realize that it isn't what they are paid which counts, but what they are really worth to the house. Too seldom does the sales manager place himself in a position to sit down with pencil and paper and, taking the salesman into his confidence, show him just what he is costing the house and then show him why this is.

On a recent trip across the country, there was an opportunity to explain this method of figuring to a straight commission salesman. He'd just finished telling me of his problem of making more money. We set to work figuring out his actual productive working

hours. This man was a salesman without definite working hours. His time was his own. He was really in business for himself, capitalizing his time and undertaking to make his time as productive as possible. Yet when he deducted his usual vacation periods and off days and his mid-week afternoon at golf "for business reasons" it developed that he was not getting more than an hour and a half a day on the average into productive work.

Yet during that hour and a half he had been making enough money to support his family, keep up payments on a home and an automobile and the premiums on \$10,000 worth of life insurance.

Here was a salesman who was worried over his income problem. When he got through figuring, he had a big grin on his face as he said: "By heck, all I've got to do is figure out a way to get in two hours and a half instead of an hour and a half productive work on an average day and I can see the money I want. I know where I can get it in, too, only I never figured it out this way before."

So we come around to this fact—one way in which selling costs can be lowered and at the same time salesmen's earnings can go up is through sales management getting more of the daily hours out of "getting ready" and more of them into actual "production."

It is obvious, too, that the maximum production hours aren't just "any old hours" but that some hours are better than others. For most forms of selling, the hours from ten to twelve are much better, infinitely better, than those from eight to ten. And the hours from two to four are worth more than the whole collection of the four morning hours. From four o'clock on, the value of the selling hour depreciates.

For that reason, you see the thoughtful salesman plan his calls. This is not difficult when the salesman works a regular territory with a fairly regular list of calls.

Some men prefer to be called on early in the mornings. Now and then a merchant likes to set aside

an hour in the evening for a particular salesman he knows is coming once a month or once every three months. But there are always the hard nuts to crack and the hours immediately after the noon-day meal are the choice moments to devote to those jobs. That is why, given a salesman "right on his toes" and a prospect almost in a state of Nirvana many things favorable to the seller are apt to happen.

One day a salesman told me he was going to keep a book and for one month write down every minute spent in productive selling. At the end of the month, he was going to strike a daily average.

A few weeks later I saw him again.

"How'd you come out with your work sheet?"

"I kept it up for four days, and then the figures scared me and I quit," he replied. "If the house had been wise to me, they'd have fired me long ago. Only," he went on, "our president is just as bad. Of course, in his case, he can probably do his contemplating just as well in Florida or at his country club, while I do my contemplating in the hotel."

Catholic Press Association to Hold Convention

The sixteenth annual convention of the Catholic Press Association will be held in New York on May 24, 25 and 26, at the Knights of Columbus Club Hotel. Charles H. Ridder, of the *Catholic News*, is chairman of the local committee on arrangements.

Bernard B. Popell with Reincke-Ellis

Bernard B. Popell, formerly advertising manager of the Illinois Tool Works and more recently with the R. G. Haskins Company, both of Chicago, has joined the copy staff of the Reincke-Ellis Company, advertising agency of that city.

W. B. Hill Joins Des Moines Agency

W. B. Hill has joined Battenfield & Ball, Des Moines, Iowa, advertising agency. For the last four years he has been a member of the advertising staff of the Des Moines *Register* and *Tribune-Capital*.

Benefits Oft Forgot

Suggestions for Those Who Are Called Upon to Speak on the Subject,
"The Value of Advertising"

THE KELLOGG GROUP
OF RAILROAD EMPLOYEE PUBLICATIONS
CHICAGO

Editor of PRINTERS' INK:

It happens that I have been elected to discuss the topic, "The Value of Advertising," before a meeting of editors and a class of journalism at the University of Missouri in the near future.

I think you will agree that this is a wide subject and I am trying to work out a discussion from the standpoint of how advertising has been of value and benefit to humanity generally. One way of doing that would be to show the decrease of cost in certain types of merchandise due to increased sales which would allow of a lower production cost per unit.

I am wondering if you have any material giving any specific examples of this nature that have come to your attention. Also where could I get some records on the great increase in sales of vacuum cleaners, washing machines and other devices that have been such a boon to the woman in the home.

Undoubtedly you had some articles in PRINTERS' INK on these subjects. If so, could you send me clippings, or let me know the issues, in which they have appeared? In fact, help of any nature whatever that would enable me to have concrete evidence of the value of advertising not only to the manufacturer and retailer, but primarily to people, would be very much appreciated.

THE KELLOGG GROUP, INC.,
J. S. HURLBUT,
Advertising Manager.

IN an Illinois town not far from Chicago lives a man, now past sixty, who describes himself as "a successful salesman." He is in business for himself and his line of business he says is "selling things."

The facts about him are these: He runs a store under his own name. The store contains a few samples of household appliances, mostly electrical. Among them are a washing machine, a vacuum cleaner, a refrigerator, an ironer, a range and a cream separator. They are all advertised products for which he holds the selling franchise. The greatest part of his sales are made to women—wives of factory and office workers mostly. He prefers much-canvassed districts where he has been preceded by fast-working, high-pressure salesmen. This man's

explanation of his success in personal selling is a commentary on the point raised in Mr. Hurlbut's letter, namely, the value of advertising to the manufacturer and retailer as against its value to the consumer. When he was asked upon one occasion, "What is the secret of your success in selling to women?" he replied:

"That is a long story and is of no possible interest to anyone who is looking for a snappy answer. When I pull a doorbell I do it because I've decided that I want to know the woman who lives in that house. That means I've got her name and some information about her, or her house, or her husband, or her children, or her mother, or somebody she knows. I dress my story to fit her ideas of how to get along on her income. When I reach the point of asking her to say 'yes' to my proposition, whether it is for a new washing machine or a new cream separator, and she balks, I say:

"You pay more now to do your work than this machine would cost you because this is an advertised product. Figure it out for yourself. How much is your electric light bill a month? A dollar and a half? That's five cents a day. Why, that's cheaper than oil lamps and no work of cleaning and filling them. How can the electric light company afford to pump electricity away out here to your house without even charging you for putting up the street wires and poles? It couldn't, if you were the only one who wanted electric light. Same with this washing machine. Why, ma'am, to build one of these machines just for you would cost over \$1,000. Instead of that, the company builds 1,000 of them, which cuts down the cost for each one. You can get one at a cost of no more than \$12 to \$15 a month. How do they get 1,000 people to buy washing machines so they can do this? By advertising."

NATION'S BUSINESS

Mad. James Francis Burke,
522 Farmers' Bank Building,
Pittsburgh, Pa.

“There is education and entertainment
in NATION'S BUSINESS. I read it and
am either entertained or enlightened,
and usually both at the same time.”

JAMES FRANCIS BURKE,
Ex-Congressman from Pennsylvania, Pittsburgh.

MAY, 1928

Out of Industry— Justice

The Market of Discontent

By JULIUS BARNES



MORE THAN A QUARTER MILLION CIRCULATION

"When you show a woman who does her own work how to figure out that she can buy a service like electric light, or a cream separator, for no more and often for less than it costs to use oil lamps, or pour off cream by hand, or do the washing for a family of six or a dozen people, and at the same time cut out all the personal drudgery and gain a lot of time besides, you've made a sale whether you get the order there and then or some other time."

Advertising, as such, is of no inherent value. In fact, it is a waste of paper and printers' ink. Doing away with it would simplify everything. Talking about its value from the standpoint of the manufacturer and retailer is therefore confusing. It blurs up the big idea. For the same reason, trying to explain advertising as such to the consumer, inevitably leads the consumer into a room of mirrors and a distrust of everything. Such talk gives the critics of advertising their large opportunity to complain. When advertising is studied as a service which has been developed for the economic advantage of the consumer, then the public can get a comprehending view of it.

Mr. Hurlbut asks for articles containing specific examples of decreased costs due to increased sales brought about by advertising. Many such articles have appeared in the PRINTERS' INK Publications from time to time and a list of them has been sent to him and is available to others who may be interested in this subject.—[Ed. PRINTERS' INK.]

"Price Current-Grain Reporter" to Change Name

Price Current-Grain Reporter, Chicago, will change its name, effective May 9, to *Grain World*. After that date, it will be published every other Wednesday and will have a page size of approximately $11\frac{1}{2}$ by $8\frac{1}{2}$ inches.

John Walker with Oil Shares, Inc.

John Walker has resigned as assistant treasurer of Ray D. Lillibridge, Inc., New York, to join Oil Shares, Inc., also of that city.

Reports March Auto Production

March production of motor vehicles in the United States, according to the Department of Commerce, was 412,825 units, of which 371,408 were passenger cars and 41,417 were trucks. This compares with 323,514 units in February, this year, and 394,443 in March, 1927.

Total production for the first quarter of this year amounts to 968,032 passenger cars and trucks, against 938,133 for the same period of 1927, and 1,108,194 in 1926.

J. F. Jones, Vice-President, Mohawk Rubber

J. F. Jones, general sales manager of The Mohawk Rubber Company, Akron, Ohio, has been elected vice-president in charge of sales. R. E. Bloch, treasurer, has been made vice-president in charge of finance.

Appoints Stutzman & Mummert

The Credit Tire Company, a chain organization with retail stores in California cities, has placed its advertising account with Stutzman & Mummert, Los Angeles advertising agency. Newspapers will be used.

D. J. Hinman Returns to Graphic Arts Company

D. J. Hinman, after an absence of several years, has returned to the Graphic Arts Company, Hartford, Conn., as business manager. He was recently with the Chas. C. Green Advertising Agency, New York.

Clothing Account for Campbell-Ewald, Ltd.

The Rochester Tailors, Canada, Ltd., Montreal, has appointed the Montreal office of Campbell-Ewald, Ltd., advertising agency, to direct a newspaper advertising campaign.

Collins & Aikman Report Nine Months' Profit

The Collins & Aikman Company, New York, Ca-Vel velvets, for the nine months from June 1, 1927, to March 3, 1928, reports a net profit, after charges and reserve for Federal taxes, of \$1,653,623.

Poultry Farm Plans Campaign

The Lynden Poultry Farms, Lynden, Wash., are planning a territorial campaign using newspapers and trade publications. M. V. Mackay, Seattle, advertising, has been appointed to direct this campaign.

*Announcing
the appointment of*

JOSEPH H. BUCKLEY

as

Detroit Advertising Manager

GENERAL MOTORS BUILDING

Effective May first

NATION'S BUSINESS

WASHINGTON, D. C.



MR. BUCKLEY comes to
Nation's Business from the
New York World and takes
the place of Roy Walker
who leaves to join the Cur-
tis Publications.



You can't catch twis



Divided on one hook

BUSINESS Boston is one of the major key markets of the country. But one trading area, that of New York, exceeds the per square mile density of population of Business Boston. Radiating for fifteen miles in every direction from the center of the city are the homes of over 400,000 families—nearly two million people—who are well-educated, prosperous and financially able to buy the best the market has to offer.

But Boston differs from any other great American city in this one respect—its population is divided. This separation into two great groups is not caused by geographical boundaries. It is not a division of mass and class, of rich and poor, of capital and labor. Rather, it is a division wrought by differences in thought, habits and preference, and is the result of century-old traditions, of heredity and environment.

This duplex grouping of Boston's population is a real stumbling block in the path of any advertiser who may expect to cover the entire market by rule of thumb—it can't be done, any more than the average Izaak Walton can hope to catch two fish on one hook. This divided status of Boston's population must have thorough considera-

tion in any advertising plan designed to cover all of Business Boston.

Boston's newspapers differ as widely in their policies, in their editorial appeals, in their methods of news emphasis and in their advertising value, as the two groups of people they serve. The Boston Herald-Traveler represents one group. The preferences of the other group are divided among the other three of Boston's daily newspapers.

Of the two groups, that served by the Herald-Traveler is admittedly the more important from every standpoint of interest to the advertiser. It is the group of greater per capita wealth. It is the group that by education, culture and buying power is better able to afford and appreciate the luxuries, as well as the necessities, of life. It is the group that in every attribute is most responsive to well-planned, well-executed advertising.

To reach this important section of Boston's population there is but one medium—the advertising columns of the Herald-Traveler. No other newspaper duplicates the circulation of the Herald-Traveler. The Herald-Traveler group is of first importance, but it represents only the more responsive element of Boston's buying power. To reach the balance of the population another newspaper may be used to supplement the Herald-Traveler.

BOSTON HERALD-TRAVELER

Advertising Representative:
GEO. A. McDEVITT CO.,
250 Park Avenue, New York, N. Y.
914 Peoples Gas Building,
Chicago, Ill.



For six years the Herald-Traveler has been first in National Advertising, including all financial, automobile and publication advertising, among Boston newspapers.

Dominance in Classified Advertising

—*the sure index to
Advertising Value*

As a final test of advertising value it is always wise to ascertain in which newspaper the reading public of a market zone places its own advertising.

The Tulsa World

**Publishes More Classified Liners than
any other newspaper in Oklahoma**

Dominance in classified advertising is bought and paid for evidence that potential buyers think of one newspaper FIRST when they think of advertising.

The Tulsa World consistently carries more individual classified liners than any other newspaper in Oklahoma.

*That's PREFERENCE that means
something to the national advertiser!*

Average Net Paid Circulation March 1928

Daily.. 63,260 Sunday.. 67,734

TULSA WORLD

Oklahoma's Greatest Newspaper

**The Newspaper That Made The Magic Empire Oklahoma's Greatest
Market Unit**

Can Instalment Selling Expand Industrial Markets Safely?

"Pay Us with the Savings Our Equipment Effects," Industrial Advertisers Are Beginning to Tell Their Customers

By D. M. Hubbard

WHERE the buyer of machinery and other industrial equipment found it practically impossible to buy except on terms of thirty days net ten or fifteen years ago, today an increasing number of manufacturers will let him spread his payments over many months. To all intents instalment selling is definitely arriving in the industrial field. Some manufacturers believe it is nearing the end of its experimental period and is establishing itself as a factor of proved significance and value in broadening markets.

There is, for example, the Eastern manufacturer who makes mechanical refrigerating equipment sold to stores with soda fountains. In 1926 his volume of sales ran about \$120,000. Last year selling via the instalment method and allowing a finance corporation to handle the paper involved, he jumped his volume to \$1,200,000. This year he is operating at a rate of \$3,000,000 and during the first week in April his sales exceeded half his entire volume in 1926.

In trying to size up what is taking place in industrial marketing, one thing is important to remember. This trend which seems to be growing so rapidly is *instalment selling* and not *instalment buying*. For years a few manufacturers have made exceptions in granting terms, but almost always it has been at the buyer's insistence. They have occasionally agreed that the buyer might take six months or even longer to pay, but almost never have they gone out to sell with a full-fledged, well-rounded and workable instalment plan among the sales weapons in their portfolios. And that, in brief, is exactly what they are doing today in an endeavor to broaden their markets. Their objective is to include among their customers the

prospect who ought to be using their machinery or equipment but who cannot buy on the old terms.

The constant invention and production of time and labor-saving machinery has brought with it something of a problem for many a logical buyer of such machinery. He knows that to compete in his field he must keep abreast the others in the matter of equipment. He has been convinced that when better machines or methods are devised, which permit him to cut costs, he must take advantage of those methods or fall behind the procession. He sees the new machinery as an investment rather than an expense, but where he can acquire a factory site or a factory itself and pay for it over a considerable period of time, he generally finds his order for equipment accepted on a "2 per cent ten days, net thirty days" basis. It is only recently that any considerable number of industrial manufacturers have begun to realize that only the largest users of their products would, if the choice were offered them, pay cash.

Before the Engineering Advertisers' Association of Chicago, J. A. Demarest, vice-president of the Credit Alliance Corporation, New York, recently told of a number of manufacturers of industrial products who have broadened their markets by adapting the instalment-selling idea to their distribution job. Where a machine or piece of equipment costing a fairly large sum will actually and demonstrably save money for the buyer, he advocated letting the machine literally pay for itself when and as it saves. Countless advertisers have claimed their products will pay for themselves in the savings of time, labor, convenience and production costs they make possible. Why not, then, if buying of these

products is not as brisk as desired, let the buyer pay out of these savings?

Mr. Demarest described the experience of a manufacturer who makes an installation that costs about \$150,000. Not long ago he made a survey of conditions in the industry to which he sold and of a number of representative plants. This investigation gave him comparative cost figures. He determined exactly what it cost his customers to produce both with and without his product. He then went to several logical prospects with detailed evidence of savings. "Here are the facts," this manufacturer was able to say. "If we are right, your savings can pay for our installation over a period of twelve months. To prove our sincerity, if you make a small payment to cover freight and part of the installation cost, we will agree to take the savings made by the new installation until the total of the purchase price has been paid, so that after twelve months you will have the installation paid for out of production rather than capital."

"As a result," said Mr. Demarest, "this manufacturer has been enabled to sell over thirty of these installations at an average price of \$150,000. He has made not only a profit on the thirty installations but by reason of these installations has a revenue of over \$75,000 a year in royalties.

In another field there was a margin of 70 per cent between the manufacturer's cost and the selling price. The profit for the dealer or distributor should have been considerable, but neither the manufacturer nor the distributor was able to make a decent profit. Often the ultimate consumer was dissatisfied, thereby increasing sales resistance and too large an advertising expenditure was necessary to maintain volume. This particular product was a domestic oil burner.

The manufacturer discovered prospective purchasers had become afraid they would not receive proper servicing after buying. This made them not only unwilling to pay cash but reluctant to buy on ordinary extended terms. On the other hand, they were in-

terested in the burner. Comfort and the idea of automatic heat appealed to them. To meet this situation a plan of guaranteeing service for a period of several years was evolved. It provided that the burner could be bought for a 'connection charge of \$100' and a monthly fee which would be less than the average buyer would have to pay a furnace man.

"Offering an oil burner at a price ranging from \$600 to \$900 at the height of the buying season last fall, this company received twenty inquiries from a full-page advertisement in a New York newspaper. On establishing the new plan this manufacturer received 2,100 inquiries from a page in the same daily a month ago, when no one supposedly was thinking about heating equipment."

Important as the possession of new equipment is to any manufacturer, it should be remembered that the very core of the kind of instalment selling that industrial advertisers are beginning to adopt lies in the word, savings. If a machine can save money and keep it up over a period of time, it will literally pay for itself. Salesmen have used that argument, I suppose, since Noah first announced he would receive bids from the ship chandlers and marine engineers of his time. When, however, the buyer is allowed to pay for his new equipment practically as it saves him money and without expending any considerable amount of capital until the machine purchased creates that capital, it may be realized how rapidly industrial merchandising is approaching a new era.

A builder of ditch-digging machines tells the writer he is now selling public utilities and allowing them to pay on the basis of the footage excavated. The manufacturer of mechanical refrigerating equipment already mentioned sells soda fountain proprietors, who collect a sum from the ice cream makers equal to the savings realized through not having to service the soda fountain owner with ice and salt in order to keep the ice cream salable. With this sum and the monthly savings made by the

owner of the fountain as a result of using mechanical equipment the finance corporation is paid. While the laundry industry has made enormous progress in selling itself to the public in the last ten years, it cannot be forgotten that no small part of the revolution that has taken place in this field has come from the manner in which manufacturers have made it possible for the individual plant owner to acquire new and improved equipment. Here purchasers have long periods of time to pay for their machinery and the down payment required has frequently been smaller than many manufacturers would regard as safe.

Naturally there is bound to be a wide difference of opinion among industrial advertisers as to instalment selling, especially since this is a cautious field which thinks conservatively and changes its methods only after weighing the projected policies with utmost care. One important machine-tool manufacturer questions the advisability of trying it out in his market. He sells for thirty days net and more than 90 per cent of his sales are made on that basis. "Occasionally we will allow a small concern to pay us from 25 to 33½ per cent of the selling price down and give us notes at 6 per cent, running from four to six months, covering the balance," he says. "But we would not advertise our willingness to sell in this way." Another manufacturer in a related field admits that he sells on instalments where the buyer's ability and character are known. "In spite of that, the better way to do business," he told me recently, "is to give your market 100 per cent in service and let it know that you insist on prompt thirty-day payment. To sell on instalments might conceivably break down the strong selling structure that has grown up in the machinery industry."

Still another industrial advertiser urges hesitancy in adopting any instalment selling plan. "We formerly sold machinery to coal mines on a sort of contract lease arrangement," he says. "The payments extended over twenty-one months but depreciation mounts

rapidly on such equipment. Furthermore if you actually expect a buyer to pay you out of savings he effects with the machinery he buys, you must investigate carefully in advance to find out whether or not he can actually make sufficient savings to pay you in a reasonable length of time."

Balancing opinions of this sort, there is the unquestioned fact that many buyers of equipment are kept out of the market because purchases running into large amounts of money must be paid for in cash. Eventually they come in, but buying of this sort invariably makes for a thin market and keeps production costs of the seller as well as the buyer unduly high. Where terms are rigidly thirty days net "markets are restricted to the few with large capital resources who, by virtue of their ability to acquire wanted machinery at will, thereby reduce their selling prices and tend to force smaller competitors out of business," says Mr. Demarest. "This lessens the number of possible buyers. And it is this that led to the present method of instalment selling along lines similar to railroad purchases of rolling stock under what is known as the equipment trust. Here a substantial cash payment is secured and the balance in equal monthly notes is spread over a period measured conservatively by the depreciated value of the equipment. Ownership is retained by the seller in the form of a title retaining instrument.

"In the sale of machinery your product may be demonstrably of the highest quality, its use may effect definite savings costs to the consumer, it may be merchandised ably, but in spite of all that your sales will necessarily be limited to the purchasing power of your prospects. In one industry manufacturers have agreed not to give terms. They are reducing the industry they serve to a few big combinations who can afford to pay cash. The machinery in question so reduces costs that the small operator is finding it impossible to compete even locally. His alternative naturally is to close his

doors. On the other hand, industries such as laundry machinery, by extending terms, have opened additional markets. The result in many cases is new business, since new machinery has made it as cheap and as satisfactory for people to send their laundry out as to do it at home.

"The average purchaser of anything is frequently skeptical. Any sales plan or salesman must first break down his suspicion and establish confidence. The best manner of doing this is by backing up your promises of what your product will do instead of asking the purchaser to gamble on your product with his money. If you can reverse the process and show him that you don't want him to gamble, you have a different basis for selling. The kind of instalment selling now coming into industrial marketing has little in common with the plan whereby consumers buy automobiles, radios and such items for their pleasure or use. Here their credit as *consumers* rather than as *producers* is involved. The new instalment selling means the maximum use of capital within a given business, reduced costs, greater profits and consequent enhanced purchasing power."

Probably the extension of instalment selling among manufacturers who sell their products to industry will lead to more industrial advertising. It can hardly help leading directly to greater production of all sorts of commodities as well, but since the general effect would be to cut production costs it might conceivably stimulate consumption instead of creating surplus stocks. Still an experiment, the industrial advertiser whose markets are not expanding at a satisfactory rate may well weigh the risks and advantages of the instalment selling method.

A. G. Snider with Graphic Art Service

A. G. Snider has joined the art staff of the Graphic Art Service, Seattle, Wash. He was formerly with the Strang & Frosner Advertising Agency, also of that city.

Hearst Newspapers Appoint E. M. Burke and Associates

E. M. Burke and Associates, Inc., publishers' representative, has been appointed national advertising representative of the following Hearst newspapers:

Boston Evening American and *Sunday Advertiser*, *Detroit Evening Times* and *Sunday Times*, *Rochester Evening Journal* and *Sunday American*, *Syracuse Evening Journal* and *Sunday American* and the *Atlanta Evening Journal* and *Sunday American*.

Following the recent reorganization of E. M. Burke, Inc., there have been a number of additions made to the staff of E. M. Burke and Associates, Inc. The personnel of the various offices follows:

New York: E. M. Burke, Harry J. Walsh, Eric F. Paulson, H. S. Woodward, Frank J. Cooney, M. B. Holmes, Gordon Chelf, C. W. Beller and Robert R. Hanford.

Chicago: Robert H. Flaherty, Norman W. Reulman, Thomas P. O'Connel and Milton M. Smith.

Boston: Robert F. Guild and Thomas F. Magrane.

Detroit: Ray Miller, Bert J. Curtin and David H. Preston.

J. R. Snow Heads Photographers' Association

John R. Snow, of Mankato, Minn., was elected president of The Photographers' Association of America at the recent convention held at Louisville, Ky. Other officers named were: First vice-president, Charles Aylett, Toronto; second vice-president, D. D. Spellman, Detroit; treasurer, George D. Stafford, Chicago; and chairman of the commercial section, C. H. Howson, Minneapolis.

James Elliot, of Underwood & Underwood, New York; Charles F. Townsend, of Des Moines, Iowa; and Richard N. Speaight, of London, were among those who spoke. Frank E. Gatchel was chairman of the convention committee.

Packer Buys Florida Outdoor Advertising Concerns

The Packer Advertising Corporation, Cleveland, has organized Packer of Florida, Inc., and has purchased the outdoor advertising plants of the following companies in Florida: Lusk Poster Advertising Company, Kalbfeld Poster Advertising Company, Gainesville Poster Advertising Company, Padgett Poster Advertising Company and the Orange Poster Advertising Service.

W. A. Shands is manager of the new company, with offices at Gainesville.

With Lennen & Mitchell

Julien Field, for the last five years with Aubrey & Moore, Chicago, has joined the staff of Lennen & Mitchell, Inc., New York advertising agency.

The Transcript Adopts This Type for Display Heads

THE Boston Transcript greets its readers with a new face since April 12.

Evidence that the Transcript—although 99 years in business—is ever alert for the best in the new, while clinging to the best in the old. Readers appreciate this thoughtfulness. It furthers the friendly feeling towards the Transcript—puts readers in the right frame of mind to consider your advertising message.

Boston Evening Transcript

Highest ratio of BUYERS to readers

National Advertising Representatives

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles

Commerce Bureau to Survey National Distribution Methods

A STUDY of national marketing and distribution methods will be undertaken immediately by the Bureau of Foreign and Domestic Commerce, in co-operation with manufacturers and distributors who cover the entire country in their activities. John M. Hager, who has been Director of Market Surveys of the Domestic Commerce Division of the Department of Commerce, will make this survey. He will begin his work in New York, extending his operations to other parts of the country later on. It is probable that the survey will take up the balance of the year.

Mr. Hager's work will be largely that of securing information from the headquarters of national distributors regarding the peculiarities they meet in different parts of the country with regard to sales methods, commodity requirements, advertising methods and other similar data.

LINKING WITH REGIONAL SURVEYS

This latest effort of the Bureau will serve as a very important link in connection with the series of nine regional commercial surveys being conducted by the Department. According to Dr. Julius Klein, director of the Bureau, the national survey will not only tie up this series but will also provide a wider prospective of national marketing problems. The co-ordination of the information gained and an analysis of the important trends in the distribution methods of national producers should prove of inestimable value in overcoming the problems facing American distributors. Information previously unavailable to even the largest organizations is being uncovered by the regional surveys and when the Department's program is completed, will present an encyclopedia of knowledge of the buying habits and purchasing power of the American consumer for the use of American business.

W. D. Lindsey Heads Garrison Fire Detecting System

W. D. Lindsey, formerly executive vice-president of the Garrison Fire Detecting System, Inc., New York, has been elected president of that company, succeeding the late Richard T. Merrick.

He was at one time assistant advertising manager of the Western Electric Company, New York, and before the organization of the Garrison Company, was with Evans, Kip & Hackett, Inc., New York advertising agency.

At the annual meeting of the Garrison company, the board of directors authorized a sales and advertising campaign in Eastern territory. Newspapers and business papers will be used. This campaign will be directed by Evans, Kip & Hackett, Inc.

Eric Scudder on Bottlers Advertising Committee

Eric Scudder, president of the Citrus Products Company, Chicago, has been appointed a member of the advertising committee of the American Bottlers of Carbonated Beverages, which is directing the industry's national advertising campaign. The advertising committee now consists of Carl A. Jones, Bristol, Va., I. M. Oberfelder, Baltimore, Md., and Mr. Scudder.

George H. Hees Son & Company Appoint Toronto Agency

The George H. Hees Son & Company, Ltd., Toronto, Ont., maker of window shades, upholstery, etc., has appointed F. W. Hunt, advertising agency of that city, to direct its advertising account. Canadian magazines will be used.

G. W. Dill with Dayton Rubber Company

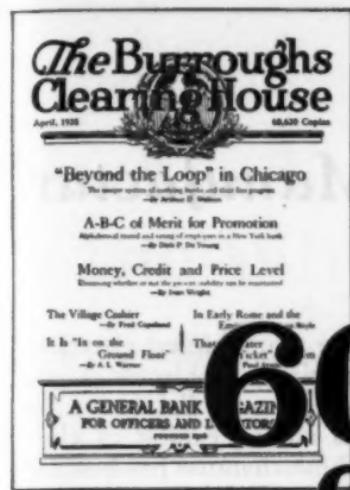
George W. Dill has been made sales manager of "Main One-Dayton Tires," a product of the Dayton Rubber Manufacturing Company, Dayton, Ohio. He was formerly sales manager of the Jenkins Vulcan Spring Company, Richmond, Ind.

J. A. Voice, President, Consolidated Lithographing

Jacob A. Voice, first vice-president and general manager of the Consolidated Lithographing Corporation, Brooklyn, N. Y., has been appointed president. He succeeds Henry Steiner, who becomes chairman of the board.

H. M. Mills with "Harper's Magazine"

Henry M. Mills has joined the advertising department of *Harper's Magazine*, New York. He was formerly with Hege- man & Ward, of that city.



60,620 copies

So great has been the interest of bank executives in The Burroughs Clearing House that already its circulation has grown to 60,620 copies.

It is the only publication having one or more executive readers in every bank in the United States and Canada.

Its advertising rate continues to be much the lowest per thousand in the banking field.

WRITE TODAY FOR SAMPLE COPY
AND RATE CARD

The Burroughs Clearing House

Second Blvd. and Burroughs Ave., Detroit

Electrical Manufacturers

June ushers in the year's biggest electrical event—the National Electric Light Association Convention and Exhibition in Atlantic City. This annual exhibit of electrical appliances and merchandise has become the real Electrical Trade Show.

Over eight thousand men will file before manufacturers' displays at the N. E. L. A. in June—largely central station commercial and merchandising managers, jobbers and dealers.

But what about the absentees? What about the other worth while prospects for a manufacturer—the specialty sales organizations, electrical dealers, contractor-dealers, department and hardware stores, fixture and portable lamp dealers?

Manufacturers, don't ask your N. E. L. A. exhibit at Atlantic City to do your whole selling job in June. Take it to all your prospects whether they go to the Convention or not! Let Electrical Merchandising take it to them.

The 229 advertisers who "exhibited" in last year's N. E. L. A. issue of Electrical Merchandising included practically every appliance manufacturer who exhibited at the Convention itself.

This year you have the opportunity of tying up effectively your exhibit in Atlantic City

B.C.

Let your N. E. L. A. Exhibit Sell the Whole Trade

with your advertising exhibit in the important June N. E. L. A. number of *Electrical Merchandising*.

The June N. E. L. A. Convention number goes out to 17,000 electrical merchandise buyers—central station companies, specialty sales organizations, electrical dealers, contractor-dealers, jobbers, department and hardware stores, fixture and portable lamp dealers, etc. This issue, containing the sales story of practically every successful electrical merchandise manufacturer, is also distributed on the special railroad trains that take the delegates to Atlantic City. Copies are likewise distributed in the Convention.

Novel—timely! *Electrical Merchandising* has worked out a novel plan to tie-up manufacturers' advertisements in its June issue with the N. E. L. A. Convention regardless of whether these manufacturers exhibit. We will gladly have one of our representatives explain this plan to you. Just write us for full information.

Advertising forms
for the June
N. E. L. A. issue
close May 15.

Electrical Merchandising

A McGraw-Hill Publication

A.B.P.

Tenth Avenue at 36th Street, New York

B.C.

Shorter keys, thinner watches lighter catalogs

THREE are few long, clumsy keys on 1928 key-rings. In vest pockets and on wrist-straps thin-model watches predominate.

With everything that they handle, people more and more reject the bulky for the compact, the heavy for the light. So keys will be shorter, watches thinner, and catalogs lighter.

If you would like to see how light and compact your catalog could be, have your printer make up a dummy of it on Warren's Thintext. The difference in thickness and weight may startle you.

Warren's Thintext is strong. It is so thin that a book of 1184 pages measures only one inch in thickness, and a single sheet 25 x 38 weighs less than one ounce.

In printing qualities, Warren's Thintext compares favorably with other papers. It is practically opaque. Type and halftones reproduce well on it.

A phone call or postcard request for samples sent to any paper merchant who sells Warren's Standard Printing Papers will bring a quick response.

Use Warren's Thintext for sales manuals, broadsides, data books, and package inserts, as well as for catalogs.



S. D. WARREN COMPANY, 101 MILK STREET, BOSTON, MASS.

WARREN'S STANDARD PRINTING PAPERS

How Good Foreign Advertising Increases Percentage of Exports

"Mai Foo," the Standard Oil Eagle, and Cigarettes Point a Definite Merchandising Lesson

By Charles S. Hart

IN 1910 the point of saturation in the automobile market was set at between 50,000 and 100,000 cars. Later, when our first income tax statistics established 375,000 as the number of Americans earning \$5,000 and over, this preferred class was put as the ultimate limit of automobile owners. Yet today 20,000,000 cars are owned; 2,000,000 more are being produced every year and even this supply continually fails to keep pace with the demand, while the automobile and accessory industry adds billions a year to American wealth in wages, dividends, cost savings, convenience, health and pleasure.

In 1910 it was inconceivable that America or any other country could afford to buy and operate \$1,000,000,000 worth of automobiles in a year, but what this industry has paid increasingly each year in wages and efficiency and incentive to greater effort, has created enough new wealth to pay for these cars and doubtless leave a margin. A generation ago if American business had attempted to pay what American business today pays for typewriters, billing machines, telephones, cost systems and other office equipment, they would doubtless have absorbed most of its profit, yet business profits today are largely dependent upon such devices. A new Gillette blade every morning, shaving soap at 35 cents a tube instead of 10 cents a cake would have seemed an unwonted extravagance to the man of the whiskered age, but he had no conception of the financial asset of bodily freshness.

The method by which all of these unparalleled advances in

American industry and living have been achieved has been substantially the same. The rolling mill unfavorably situated to compete on a price basis in the general iron and steel market, turned to a specialty, clearly distinguished that specialty, and sold the public on the superior service of their product for certain special uses. Whether as a means of changing the basis of competition from an unfavorable to a favorable one, or as a means of introducing a new article or service, a host of American products from automobiles to tooth-paste, from iron pipes to canned milk, have built their whole sales success on the same basis. Moreover, other types of American manufacturers have come more and more to use the same methods until today almost every type of goods which is sold to the general public uses the trade-mark advertising method in some form or other as a means of changing selling from the old-fashioned purely price basis. This is the American merchandising method. We have used it with unparalleled success in the domestic market. We understand it from top to bottom as the merchants and manufacturers of no other nation understand it. Our organizations and our products are designed and geared to use it. Why not use it in the foreign field as well?

Today the average American exporter faces a situation in the foreign market which is in many ways parallel to the situation faced by the average American manufacturer two generations ago in the American market. The question remains; can the American exporter meet the price-cutting competition of Germany and many other European countries which can produce on a much cheaper

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basis? Can he meet English competition with its banking, transportation and numerous other special advantages, by using the same general methods which the average American manufacturer has been able to use successfully to meet similar competition in the home market in the past? In other words, can the modern merchandising methods which have proved so successful in the American market be used successfully in the world market?

The answer is yes, for American merchandising methods have already proved highly successful in every kind of foreign market. As an example take China, with perhaps the lowest per capita buying power of any important people. The Standard Oil Company has for years carried on the most successful selling campaign that has ever been conducted in China and it has done this in the face of strongly organized and especially favored foreign competition by the use of typical American merchandising methods. For centuries the great bulk of the Chinese people had depended for artificial light upon animal or vegetable fats, usually held in an open earthen vessel; often merely in a sea shell or some other equally cheap, crude hollow container. For wicks, dried moss or other cheap inefficient material was generally used. The Chinese people needed modern lamps and oil, just as American business at about that same time needed cost systems and typewriters and billing machines, or American farmers needed automobiles.

Moreover, like the American business man and farmer they did not appreciate their need because they managed to get along on the old-fashioned basis. They had to be educated from the ground up. This the Standard Oil Company started out to do in true American merchandising style. They produced a small lamp which could be sold cheaply and started on a widespread missionary campaign to put them in every possible Chinese home, knowing that once the family became accustomed to the convenience of such

a superior light a steady sale of oil would follow. Later they conceived the idea of converting the tin containers in which the oil was shipped from America to China into small tin lamps which could be sold still cheaper and with these they extended their campaign to the poorest class. Their sales work was supported with every manner of advertising, especially adopted, of course, to the peculiar needs of the situation. Today, the Standard Oil Company is called throughout the Chinese Empire "The Light of Asia" and their Eagle trade-mark and name "Mai Foo" is so universally known that it is said that when an American tourist is lost in China—and it is easy to become lost in the mazes of any Chinese city—he or she has only to say the word "Mai Foo" or show a picture of the Eagle to any passer-by to be taken at once to the nearest Standard Oil store.

The Standard Oil Company has as a matter of course not been without powerful competition in so valuable a field as China has proved to be. Great quantities of oil are produced in Java, thousands of miles nearer China than the American sources of supply. The Java oil is controlled by the powerful Royal Dutch Shell Oil interests in which the Dutch, and later the British Governments, are interested, making them by far the most powerful oil combine in the world. Moreover, this group—through their control of shipping, and particularly through the invention of a German engineer—were able for years to transport their oil in tank ships while Standard Oil had to be shipped the much greater distance from America in containers. In spite of these advantages and the intense price war which the Royal Dutch Shell combine at once instituted on the basis of their favored position, the Standard Oil eagle has continued to fly serene and supreme in the Chinese market—because of its control of consumer demand.

Another outstanding merchandising success in the Chinese market is that of the British-American Tobacco Company. This company

is partly English owned and enjoys thereby certain of the special advantages already enumerated, but its selling and advertising policy is 100 per cent American and the real basis on which it has transformed the Chinese from an opium-smoking to a cigarette-smoking people is not on its English banking and shipping advantages but on its American advertising and sales methods.

The United States does not export more than the merest fraction of the goods it raises or produces. During the war our production climbed to some \$64,000,000,000 and our exports reached the unprecedented figure of \$3,000,000,000. During the peak of the war we exported less than 5 per cent of our production and all of the most insistent foreign trade advocates claim that we should place ourselves in a position to export about 10 per cent of our average production. In the case of oil and tobacco we export about 40 per cent. To quote from another great American advertising success "There's a Reason."

WHAT THE SINGER SEWING MACHINE COMPANY HAS DONE

Oil and cigarettes are, of course, low-priced products, but if any evidence is wanted that American merchandising methods work equally well abroad with a higher-priced product, not only in China, but in India, Africa and the isles of the sea where per capita buying power is even lower than in China, that evidence is furnished by the experience of the Singer Sewing Machine Company. Through missionary work, advertising and in many cases by the good old American plan of monthly instalment payments, this company has for years carried on an immense and increasing business in all parts of the world with a product selling for \$50 or \$60—a unit in competition with German and other makes offered in the same market for 25 per cent or more under the price of the American product. And if \$60 per unit of sale is not considered high enough to prove this point, attention is called to the fact that

85 per cent of all motor cars sold in the export field are American made; that one of America's biggest export successes over a long period of years has been in railway locomotives; that our farm implements—reapers, cultivators and tractors—are regarded and bought as the recognized standard in all parts of the world.

As a matter of fact, nothing could be plainer than that the outstanding American successes in the export field to date have been chiefly those of quality products.

"Although Germany is Denmark's next door neighbor, and specializes in cutlery," observes Mr. Frederick Simpich, a former American Consul, "90 per cent of all razor blades used in Denmark are American made. They sell for more than twice the price of German blades, yet German competition in this line is hardly felt at all." Certainly a tribute to foreign advertising and the quality of the product.

Our commercial attaché to Belgium emphasizes, in regard to certain American quality products, that in spite of the disadvantages of the present exchange rates "by dint of persistent publicity and demonstration they have been placed on a quality basis against lower-priced native competing products of inferior grade."

In 1922 Europe bought \$5 per capita of American goods. A great part of this was wheat, meat, cotton and other raw materials, but even this trade contained its share of high-grade manufactured products. On the other hand, in the same year every man, woman and child in Canada purchased an average of \$73 worth of American goods; every man, woman and child in Cuba \$34 worth; every man, woman and child in the West Indies and Central America \$11 worth; in Mexico \$8 worth; and every man, woman and child of the 700,000 inhabitants of Asia purchased an average of 50 cents' worth of American products.

Will American merchandising methods succeed in the foreign markets? The answer is, they have succeeded.

Becoming an Advertiser After Youth Has Passed

THOMSEN-ELLIS COMPANY
BALTIMORE

Editor of PRINTERS' INK:

We are interested in securing the names of firms that eventually began to advertise after a long, successful existence without the sales aid of advertising.

THOMSEN-ELLIS COMPANY,
C. G. NORTON,
Director of Service.

SOME of the most interesting chapters in advertising's recent history are included in the list of blossoming advertisers of the last few years. Probably the most conspicuous and spectacular among them is Henry Ford, who is now engaged in proving afresh that he never does things half-heartedly, by advertising as hard as he once disbelieved in it.

Then there have been many old-established and honored names in the textile industry, such as the Dwight Manufacturing Company; in the boot and shoe trade, like the Heywood Boot & Shoe Company; and in other lines and industries too numerous to be catalogued here. Some of these firms had behind them records of fifty, sixty or more than a hundred years of success when their first consumer advertisements appeared.

Probably the most famous name among the comparatively recent recruits is that of Josiah Wedgwood & Sons, Ltd., whose earlier products are now prized collectors' items. But in other fields there have been Crosse & Blackwell, contributors to English breakfasts the world over, Dent, the glove man, and others.

Two of the most interesting examples of effective use of advertising by firms long established and successful without it—at least in the conventional sense in which they are now using it—are in the drug specialty trade. E. R. Squibb & Sons in the last few years have had a remarkably successful experience with advertising after sixty-five years without it. The Bristol-Myers Company first advertised in the United States in

1915 with Ipana, after selling Sal Hepatica without any advertising, at least in this country, for some twenty years and it is now using advertising successfully for both products.

All the advertisers mentioned, and many more, have been the subjects of articles published in PRINTERS' INK, and a list of such articles has been compiled for any-one interested.

But there is another thought-provoking angle to this question. There is a sense in which a great many other famous names in American advertising belong on this list—because, although they have now been advertising for a generation or more, they all had to start at some time.

Perhaps the best evidence of the assured position advertising has come to occupy in the American business structure is the fact that while the total list of active advertisers grows steadily longer, this list of old firms but new advertisers grows more slowly, and shrinks steadily in proportion to the total.

That is to say, business enterprises no longer come to advertising late and reluctantly in their careers so often. Today, in practically every instance, when a new business enterprise is contemplated or launched, its advertising plans form an essential part of the picture from the outset.

When you stop to think of it, that fact is more significant, though less spectacular, than all the statistics of its bulk, its mass impressiveness to the eye, or the roll-call of its employers, of the present place of advertising.—[Ed. PRINTERS' INK.]

P. W. Tobias Joins Grand Rapids Printer

P. W. Tobias has joined the Etheridge Company, Grand Rap'ds, Mich., printing. He has been in the printing business at that city for several years.

Appoints Holman & Connell

The Los Angeles *Times* has appointed Holman & Connell, San Francisco, as color representatives for its Sunday magazine section.

The Literature of the Farm

THREE is this difference between farmers and city people. The contacts of farmers are principally with nature—the earth, the sun, the air, the rain—whose laws are constant. The contacts of city people are mostly with men and man-made things, whose standards are variable. That is one reason why the literature of the city man cannot compete for the attention of farm families with such a publication as *Farm Life*, which is definitely attuned to their habits of thought. More than a million families read it and like it.

T. W. LeQuatte
Publisher

Farm Life
Spencer, Indiana

Some products which

	<p>Packer's Shampoo THE PACKER MFG. CO., INC.</p>		<p>Crisco PROCTER & GAMBLE</p>
<p>Lehigh Cement LEHIGH PORTLAND CEMENT COMPANY</p>		<p>Lowney's Chocolates WALTER M LOWNEY CO.</p>	
	<p>Packer's Tar Soap THE PACKER MFG. CO., INC.</p>		<p>Ivory Flakes PROCTER & GAMBLE</p>
<p>National Mineral Wall Board NATIONAL GYPSUM CO.</p>		<p>Stanley Tools & Hardware THE STANLEY WORKS</p>	
	<p>Guest Ivory PROCTER & GAMBLE</p>		<p>Pittsburgh Wire Fence PITTBURGH STEEL CO.</p>

The BLACKMAN

MAGAZINE
NEWSPAPER

Advertising

OUTDOOR
STREET CAR

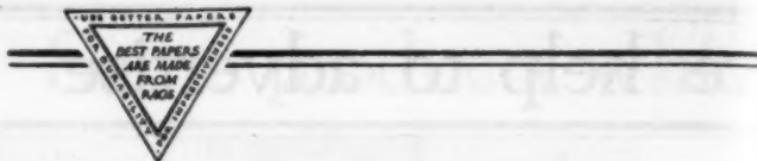
12

we help to advertise

	<p>Ivory Soap</p> <p>PROCTER & GAMBLE</p>		<p>Gargoyle Mobiloil</p> <p>VACUUM OIL COMPANY</p>
<p>Steeltex Reinforces Plaster</p> <p>NATIONAL STEEL FABRIC COMPANY</p>		<p>Chipso</p> <p>PROCTER & GAMBLE</p>	
	<p>Towle Sterling Silverware</p> <p>TOWLE MFG. CO.</p>		<p>Packer's Charm</p> <p>THE PACKER MFG. CO., INC.</p>
<p>Banking Services</p> <p>THE SEABOARD NATIONAL BANK</p>		<p>Gargoyle Lubricating Oils</p> <p>VACUUM OIL COMPANY</p>	
	<p>P and G The White Naphtha Soap</p> <p>PROCTER & GAMBLE</p>		<p>Investment Securities</p> <p>THE NATIONAL CITY COMPANY.</p>

COMPANY

120 West 42nd Street, New York



Modern Merchandising Adopts Color! Behold Henry Ford's new car in a variety of colors! Typewriters finished in a number of shades! Vacuum sweepers and kitchen outfits in the hues of the rainbow! Why? Because color attracts the eye and, when tastefully used, satisfies some aesthetic sense within us all.

One of the easiest ways to put color into your business relationships is via the paper route. It is especially easy with Chieftain Bond. Chieftain comes in more colors than any other bond paper—sixteen shades besides white. All are pleasing. All are useful. The price, too, is pleasing because it permits savings that are useful. Try it.

Chieftain Bond

Use envelopes to match your stationery

"Note the Tear and Wear as well as the Test"

NEENAH PAPER COMPANY

Makers of
SUCCESS BOND
OLD COUNCIL TREE BOND
CHIEFTAIN BOND
NEENAH BOND

Neenah, Wisconsin

Check the Names

WISDOM BOND
GLACIER BOND
STONEWALL LINEN LEDGER
RESOLUTE LEDGER
PRESTIGE LEDGER

Write for complete free sample outfit, including full sheets of Neenah bonds and ledgers for testing purposes



Drink Japan Tea for Vitamin "C," Advises This Advertising

American-Japanese Committee Launches Campaign Showing Health Value of Beverage

THROUGHOUT 1928, grocery store customers will read the news about the newly found health value of Japan green tea. A discovery, heralded as one of the most important in the history of tea, has been unearthed and is looked upon as a great potential stimulus for the sale of this brand of tea.

According to a recent series of advertisements, Japan tea has been found to contain vitamin C, which serves to counteract anemia and a general weakening of the organs of the entire body. The American-Japanese Tea Committee, which is the American branch of the Japanese Tea Growers' Association, while it has been advertising in this country for two years, has now prepared a campaign to call this discovery to the attention of the trade and public. This will be done through national advertising started in a list of magazines this month.

"For many, many years," PRINTERS' INK is told by Fred A. Grow of the American-Japanese Tea Committee, "the Japanese have believed firmly in the healthful effect of the tea which is grown in their land. However, we supposed this faith was largely a matter of superstition, much as every race has its strange and sometimes magical beliefs in the health-giving value of certain herbs and liquids. Isn't it still true that many individuals in our own country stick to the beefsteak for the black eye and other such remedies? It is also a fact, of course, that these homely curatives are seldom without some real therapeutic basis."

A short time ago, M. Miura, a Japanese scientist, conducted independently a series of experiments to learn what health value, if any, is actually contained in Japan green tea. He says it was to the astonishment of everybody, including himself, that he discovered

the presence of vitamin C, in appreciable quantities.

Inasmuch as the Committee had been conducting an advertising campaign for some time, on learning of the discovery it turned the information over to its agency, which in turn had it checked again by an authority on foods in an American university laboratory, to be certain it would make a reliable appeal to serve as the basis for an advertising campaign. Consequently, the first copy from this new angle was released recently.

Four general magazines and five farm magazines are being used at present. The copy, written in a newsy, straight-away, informative style, tells of the discovery of the presence of vitamin C, then features the importance of having this vitamin present in one's food.

MILD CLAIMS

A somewhat unusual and apparently wise angle of this copy is the mildness of its medical assertions. It makes no claim that Japan green tea is in any sense a substitute for a doctor's prescription. It indicates that, for persons made uncomfortable by certain indispositions, the vitamin C content of Japan green tea "may" be found helpful. Without mentioning the somewhat prevailing belief that tea is not altogether 100 per cent good for a person, the copy aims to offset this prejudice by educating the public in regard to the actual potential health value of Japan green tea which comes as a result of its vitamin C content.

To all inquirers who read the advertising, the Committee sends out a letter in which it emphasizes the fact that the product advertised is not a new one—that it is the same Japan green tea with which practically everyone is familiar. The letter then stresses the recent analysis which has proved this age-old product to contain certain

definite healthful qualities. It lists the symptoms for which vitamin C may be healthful. It suggests that this tea be drunk regularly. The Committee closes by saying that the tea can be obtained from almost any grocer.

Of course there is also a definite attempt to get tea packers, wholesalers and dealers to tie up their own brands of Japan tea to this movement. Broadsides are sent to them telling them of this new campaign and asking that they prepare advertisements and display material, featuring their brand along with the health value of Japan tea. Retailers are requested to display Japan tea in their windows and to remind customers of the health value of Japan tea by means of store cards and newspaper advertising. Finally, all dealers are urged to prepare to get their share of the new tea business which is hoped will result from this new angle in advertising a product that has long been allowed to take care of itself.

Cod Liver Oil Account for Charles C. Green Agency

The John C. Baker Company, Philadelphia, maker of Baker's cod liver oil, has appointed the Philadelphia office of the Charles C. Green Advertising Agency, Inc., to direct its advertising account.

W. R. Smith Joins Dayton Agency

William R. Smith, formerly with Hayes-Lochner, Chicago, typographers, has joined the staff of The Geyer Company, Dayton, Ohio, advertising agency. He was for seven years production manager for Henri, Hurst and McDonald, Chicago.

Appoints Central Advertising Service

The Superflex Safety Razor Company, New York, manufacturer of Viking Swedish safety blades, has appointed the Central Advertising Service, Inc., New York, to direct its advertising account.

Death of Florence Sands

Miss Florence Sands, advertising manager of *Holland's Magazine*, Dallas, Tex., died last week at that city. She was forty-one years old.

Joins Fairchild Airplane Corporation

A. A. Woodruff has joined the Fairchild Airplane Manufacturing Corporation, New York, in a sales promotion capacity. He was at one time general sales manager of the Locomobile Company of America, Inc., Bridgeport, Conn.

Home Owner's Institute Appoints Philadelphia Agency

The Home Owner's Institute, New York, has appointed the Tracy-Parry Company, Inc., Philadelphia advertising agency, to direct its advertising account. Newspapers and magazines are being used.

New Cosmetics Account for Emil Brisacher and Staff

A new line of cosmetics is being marketed by Katherine MacDonald, who has appointed the Los Angeles office of Emil Brisacher and Staff to direct the advertising of her products. Magazines will be used.

Congoleum-Nairn Net Profit Gains

The 1927 report of Congoleum-Nairn, Inc., Philadelphia, and subsidiaries, Gold Seal congoeum and linoleum, shows a net profit, after charges and Federal taxes, of \$1,057,420, against \$663,430 in 1926.

Magazine Campaign for Travel Kit

Hamley and Company, Pendleton, Oreg., are using magazines to advertise a new leather travel kit for toilet articles. The Portland, Oreg., office of the Honig-Cooper Company, advertising agency, is directing this campaign.

Selmer H. Solem with Armand Company

Selmer H. Solem, formerly editor of *Candy & Soda Profits*, St. Paul, Minn., has joined the Armand Company, Des Moines, face powder and other toilet preparations.

"Vogue" to Be Published Every Two Weeks

Beginning with the September 1 issue, *Vogue*, New York, will be published every two weeks instead of twice a month as at present.

Leon Bates with Fostoria Printer

Leon Bates, formerly advertising manager of the Gendron Wheel Company, Toledo, has joined the Gray Printing Company, Fostoria, Ohio.

The Editor Discovers He Can Write With Either Hand

Pipe and plumbing, boilers and blowers were subjects once considered too vulgar to be given prominence in an architectural journal—except, of course, in the advertising pages.

Then along came The Architectural Forum and dropped that publishing tradition completely out of sight.

It quickly developed that architects are more interested in the practical problems of their work than in traditions which impede progress.

Manufacturers of building products and equipment selected for their utilitarian rather than their artistic qualities are finding more in common with The Architectural Forum than ever.

There Isn't Any Other Kind Worth Mentioning

HAZARD ADVERTISING CORPORATION
NEW YORK

Editor of PRINTERS' INK:

What have you published relative to association advertising, showing an attempt on the part of the sponsors of such advertising to improve conditions in the industries they serve, and not necessarily the mere exploitation of the products of the association?

The editorial in your April 19 issue, "A Sound Basis for Co-operative Advertising," in which the statement is made, "The most successful co-operative campaigns have been those in which something which the industry could do to help consumers was emphasized, rather than the merits of the products made by those industries," fits our situation exactly, and any articles you have published treating on this subject specifically will be very helpful to us and will be appreciated.

C. H. HAZARD.

IT has always seemed to PRINTERS' INK a cardinal principle of sound advertising—and therefore applying with equal force to co-operative advertising by an association as to any other kind—that success can be built only upon telling the prospective purchaser the things he is interested in, rather than the things you are interested in.

The only "merits of the product" worth mentioning in any advertising, are the merits that appeal to the consumer—that are merits to him, not merely to you. The fact, for instance, that the product is made by a certain process may be nothing short of fascinating to the men who developed or have installed that process; but to the consumer, unless you can show him directly and in an interesting way that it means a lower cost or a better product or some other advantage to him, it's just what is left of the apples after the cider is squeezed out.

Many co-operative campaigns by various trade associations have been described in PRINTERS' INK. A list of such articles is available to anyone interested. But it will be found that in some of them, this principle of advertising was taken so much for granted that it is not mentioned explicitly.

However, a very small amount of study will demonstrate conclusively that every successful co-operative campaign has been built upon this principle, and that it has been fully carried out in the dean of co-operative advertising slogans—"Save the Surface and You Save All"—is a striking exemplification of the idea.

The glass manufacturers, the jewelers, the greeting-card manufacturers—all associated advertisers that have accomplished things, have worked from the point of view of the customer to be benefited rather than from that of their own immediate advantage. If there is any principle more thoroughly established than this, we don't know what it is.—[Ed. PRINTERS' INK.]

United States Chamber to Hold Annual Meeting

The Chamber of Commerce of the United States will hold its sixteenth annual meeting at Washington, D. C., from May 7 to 11. The opportunities for teamwork in matters that are timely, national and general in their application to business and industry, will be reviewed by the various speakers. Owen D. Young, chairman of the board of the General Electric Company, will preside at the annual dinner held on May 10.

George Dill with Omaha "World-Herald"

George Dill, formerly head of the national advertising department of the Lincoln, Nebr., *Star*, has become manager of automobile advertising for the Omaha *World-Herald*.

Walter White, formerly classified manager, has been made general advertising manager of the Lincoln, Nebr., *Star*.

Appoints William J. Grover Company

Crane & MacMahon, Inc., St. Marys, Ohio, manufacturer of Triangle brand bedroom furniture, has appointed The William J. Grover Company, Lima, Ohio, advertising, as its advertising counsel.

With Stenzel and Company

John J. Floherty, Jr., formerly with the Art Gravure Corporation, New York, has joined the creative staff of Stenzel and Company, pictorial advertising, also of that city.



BOYS' LIFE,
2 Park Ave., New York, N. Y.

Chatham, N. J., April 8th, 1928.

Gentlemen:—Sometime ago I subscribed to BOYS' LIFE so that my son would have an interesting and reliable magazine of his own to read.

I have been quite surprised and pleased at the varied information he has gathered from each issue. As an example, my boy recently advised us in the selection of a certain candy and which we found to be very good.

Your efforts to make BOYS' LIFE a real boys' magazine, I feel, has been most successful.

(Signed) W. A. CURRIE.

A CRAVING for candy is characteristic of all boys. Youngsters have a sweet-tooth which like Oliver Twist is forever calling for "more." When it comes to the selection of candy on "Mother's Day" they buy only that product which they recognize as good. This is true of every purchase made by boys. They are keen and enthusiastic buyers and significant economic factors.

BOYS' LIFE offers a vast market for sweets among Boy Scouts. An organization which numbers among its members one out of every seven boys of scout age—615,000 boys. Your advertisement in BOYS' LIFE will secure access to this great group and will be read in the home where the boy is a vital part of the family circle.

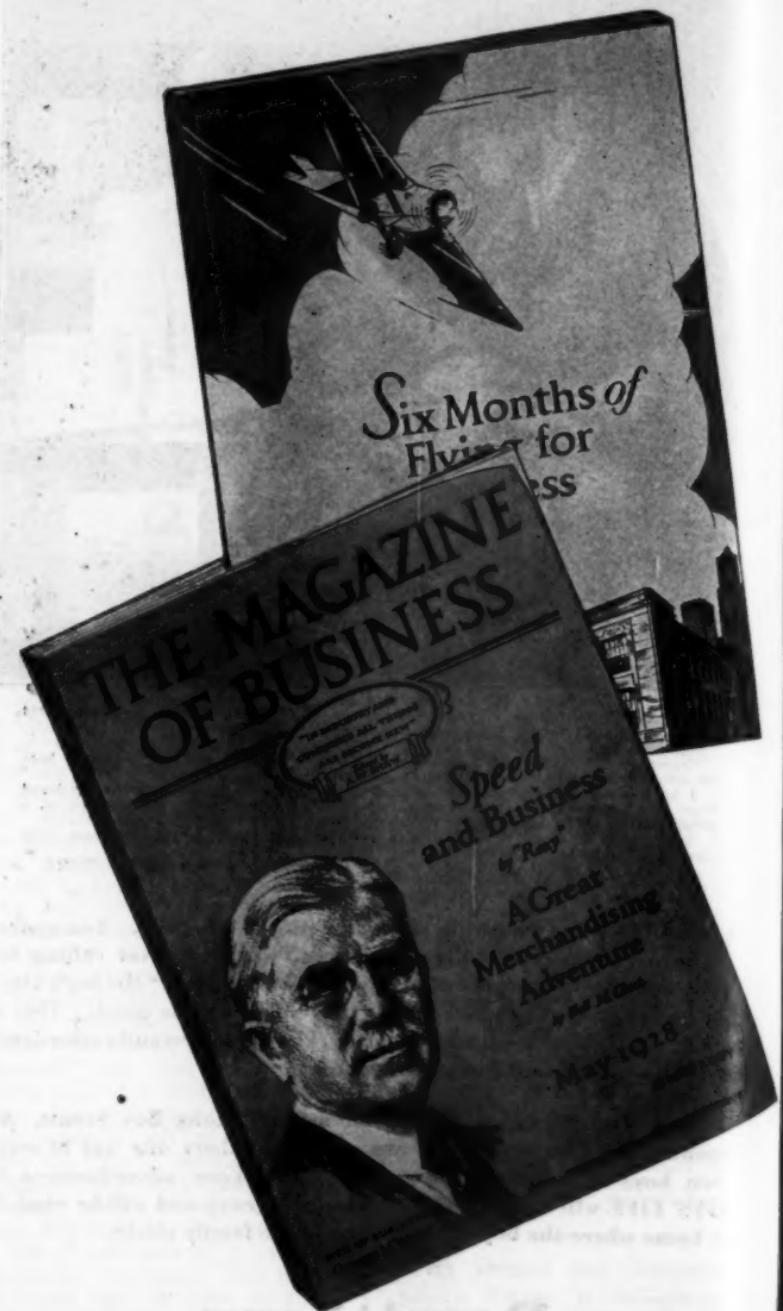
BOYS' LIFE

Boston

New York

Chicago

Los Angeles



"WHERE BUSINESS LEADERS ALI

Can Business Use Wings?

IN September of 1927 the A.W. Shaw Company inaugurated its practical, executive test of the airplane as it might be adapted to the travel needs of a typical business enterprise. From month to month the story of this test has been taxing the print orders on **THE MAGAZINE OF BUSINESS** in which they appeared. A reprint was necessary, and is now available—in limited quantities—because here is a subject in which business leaders are vitally interested, and business readers have already taxed even the generous first printing of "Six Months of Flying for Business." If you want a copy, better write today.

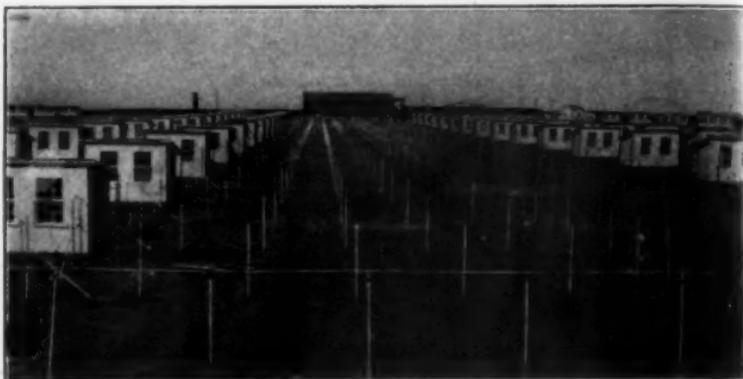
A. W. SHAW COMPANY

ADVERTISERS' SERVICE BUREAU

CASS, HURON AND ERIE STREETS

CHICAGO

"ALK WITH BUSINESS LEADERS"



Poultry is a *Man's Business*

M. Johnson has completed the first unit of a new poultry plant at Wichita Falls, Texas, which will accommodate 20,000 laying hens, at an investment of \$125,000. Over 75 carloads of material were used in its construction.

Besides 35 carloads of lumber and 19 of sand and gravel, 7 carloads of cement were used, 3 of fencing material, 3 of piping, 3 of sheetrock, 3 of brick, 1 of roofing material and 1 of windows and doors, in addition to a carload of shrubbery.

Readers of the American Poultry Journal are progressive, because poultry as a *business* is going forward.

American Poultry Journal
Chicago, Illinois

The Oldest and Best Poultry Paper—Established 1874

How a Booklet Uncovered a By-Product

Originally Gotten Up to Save Long Explanations by Correspondence,
This Modest Pamphlet Brought a Minor Product into
Sales Prominence

By Roland Cole

"DESPISE no member of your family of products, no matter how humble that member may appear," is a wise commercial maxim, the heeding of which has often led to surprising and profitable results.

In 1925, the Davey Tree Expert Company, Kent, Ohio, began offering tree food for sale to the public. Making and selling tree food is not the company's business. The Davey business was established by John Davey, and it grew out of his book, "The Tree Doctor," published in 1901. From this book the public learned for the first time of a new profession—the profession of tree surgery.

At the beginning John Davey himself was all there was to the business. The increasing demands for his services from all parts of the country led to the establishment of the Davey Institute of Tree Surgery for training men to render Davey service. The story of the Davey business is, therefore, two stories, one the development of the Davey Institute, and the other the growth of the Davey Tree Expert Company.

The work of the Davey Tree Expert Company is a specialized and professional service rendered to the owners of trees. A salesman makes a contract with the owner or superintendent of an estate for work to be done at so much an hour. The contract need not be specific as to the extent of the work. After the work is started, and the Davey men are on the ground, the foreman may develop opportunities for additional work by demonstrating to the estate owner the efficacy of Davey methods and the need for treating other trees.

Not all trees are decayed, or broken by storm or accident, requiring the attention of a Davey

tree surgeon. Many trees are under-nourished. Davey tree experts are as often required to nurse languishing trees back to health as they are required to operate. Raising the vitality and restoring trees to their pristine strength is, therefore, an important part of the company's service. A satisfactory tree food for sick or starving trees was sought and the research department of the company brought out Davey Tree Food. It is a concentrated fertilizer for trees, supplying nitrogen, phosphorus, potassium and sulphur in correct proportions and proper form for easy assimilation. At first it was sold and applied only by Davey tree experts. Gradually it acquired a considerable sale direct to tree owners for use by them. The company, however, made no special effort to increase this direct sale, and when in 1925 it decided to bring out a booklet describing Davey Tree Food, the idea was not so much to push the sale of the product as to save the home office correspondence staff time and labor in answering inquiries.

WHY THE BOOK WAS GOTTEN OUT

"Inquiries from clients and our own men kept coming in," said O. B. Crosser, assistant sales manager. "These inquiries usually called for a long, detailed reply which had to be accompanied by hand-drawn sketches. What the booklet really grew out of, therefore, was a desire on our part to save ourselves work."

"Our experience with this booklet, since it was first printed in 1925, shows that it has done much more than was in our minds when it was written. Its distribution not only stimulated the consumption of tree food among our clients but it did quite a good job of selling our own men on the idea of

using more and more of it. Being so close to our own work, we had been taking too much for granted in assuming that the information in the booklet was old stuff to our tree surgeons. The fact is that we cover the use of Davey Tree Food very thoroughly by lectures in the Davey Institute of Tree Surgery each winter and we believed our representatives knew all about it. Thus, the booklet which was originally designed for one thing (and this work it is still doing, by the way) developed a by-product function which has proved to be much bigger than its principal function. In other words, the booklet developed a by-product use which in turn developed a by-product market.

"This year, because of some changes in directions based upon results secured by our research department, we have issued a revision of the booklet, called 'First Aid to Starving Trees.' The principal improvements are changes in typography and layout."

The booklet is commercial-envelope size, twenty pages. Each page is a little chapter about 100 words, more or less. The chapter headings pretty nearly tell the whole story—"When Trees Are Ill or Hungry"; "The City Tree";—"And Its Country Cousin"; "Trees Ask for Help"; "First Aid," and so on.

The margin at the foot of each page is used for one of a series of line drawings, in miniature, illustrative of statements made in the text, such as "a cow grazing in a meadow is never still," and "a tree must stay in one place," and the like. On the inside back cover are prices and terms, and on the outside back cover is a picture of the package reproduced in color.

New Accounts for Fecheimer, Frank & Spedden

The Aerocraft Manufacturing Company, Detroit, maker of airplanes, has appointed Fecheimer, Frank & Spedden, Inc., advertising agency of that city, to direct its advertising account.

The Hydraulic Pressed Steel Company, Cleveland, has also appointed this agency to direct its advertising account. Business papers and direct mail will be used by both of these companies.

Fleischmann Reports Larger Sales for Quarter

The Fleischmann Company, New York, Fleischmann's yeast, for the quarter ended March 31, 1928, reports net sales of \$15,510,911, against \$15,130,160, for the corresponding quarter, last year.

Net income for the first quarter of 1928, after charges and Federal taxes, amounted to \$4,532,992, against \$4,340,496, for the corresponding quarter of 1927.

L. R. German, President, Peerless Motor

Leon R. German, vice-president and general manager of the Peerless Motor Car Corporation, Cleveland, has been elected president of the company.

Charles A. Tucker has been elected vice-president in charge of sales. Other vice-presidents elected were A. F. Misch and Fred A. Slack.

Paper Account to Doremus Agency

The United Paper Company, East Braintree, Mass., manufacturer of packing and shipping papers and of "Farmtex," a paper used in the cultivation of crops, has appointed the Boston office of Doremus & Company, advertising agency, to handle its advertising account.

Inez Wagener Advanced by Caswell Manufacturing Co.

Inez Wagener, for a number of years a member of the sales promotion staff of the Caswell Manufacturing Company, Milwaukee, portable phonographs, has been elected secretary of the company and placed in charge of its advertising.

Returns to Pacific Coast Agency

Katherine W. Neill, for the last two years with Frank Seaman, Inc., New York, has joined the staff of the Portland, Oreg., office of the Honig-Cooper Company, Inc., advertising agency, with which she was formerly associated.

F. H. Rengers, Sales Manager, Gardner Motor

Fred H. Rengers, recently sales manager of the Moon Motor Car Company, St. Louis, has been made sales manager of the Gardner Motor Company, Inc., of that city.

L. G. Needles with Mid-City Press

Leonard G. Needles has been appointed director of the service department of the Mid-City Press, Philadelphia.



Henry Clive paints the Smart Set covers that appeal so strongly to the younger buying crowd.

Brides and Brands

Henry Clive painted this picture for the July Smart Set. This time it's a bride.

Such a picture is especially appropriate, for Smart Set appeals to the younger buying element—people in their twenties and thirties, people whose needs change almost daily. They are the ones who are getting married, furnishing homes, raising families, buying cars.

And they are for the first time becoming brand conscious. They possess acquisitive, unprejudiced buying appetites. Right now is the time for you to impress your brand on their plastic minds.

Make a note of Smart Set's new address, won't you—
221 West 57th Street, New York.

What Should the Retailer's Gross Profit Be?

Sales Cost, Rather Than Fixed Mark-up Rate, Is Main Thing to Consider

PORTER-EASTMAN-BYRNE Co.
CHICAGO

Editor of PRINTERS' INK:

We are desirous of obtaining information on the dealers' *gross* profit in varying lines of business that is necessary to make various *net* profits. If you have any data on this we would greatly appreciate your sending it to us.

PORTER-EASTMAN-BYRNE Co.,
W. J. NOBLE.

MR. NOBLE apparently refers here to standardized mark-up percentages on various classes of merchandise. This is not an altogether satisfactory method of figuring net profits, the reason being that profit margin is something to be determined largely by individual conditions. What would work well for one might not do as well for another. If a dealer attempts to price his merchandise on any set gross profit mark-up he is proceeding pretty largely by guesswork. And nobody is going to deny that there is too much guesswork in merchandising today, even at its best.

As we understand it, these are the three main things to consider in determining the selling price of an article:

1. The laid down cost of placing the item in the store, including freight and drayage.
2. The cost of selling it.
3. The desired net profit.

Knowing these essentials, the dealer is able to fix his selling price accordingly. Every man conducting a retail business has a general idea of the average net returns he hopes to realize. He may place it say at 10 per cent and thus stand a fair chance of actually getting 6 or 8 per cent. He knows, or ought to know, just how much it has cost him to buy each individual item and have it placed in his store. In these two respects the transaction can be pretty much standardized. But the most essential element of all, and the one in which error is most commonly made, is the cost of doing business—the amount that is

paid out for selling the item, its proportionate share of clerk hire, rent and general overhead. Of necessity, this is bound to vary with the stores. Therefore, to have a workable standardized mark-up figure is impracticable if not impossible.

The National Retail Dry Goods Association once set out to find an average gross profit figure which dry goods dealers and owners of small general stores could use as a basis for figuring their selling prices. A mail survey of a considerable number of stores, large and small, was made. If our memory serves us correctly, the gross profit realized by these stores ranged all the way from 27 to something in excess of 35 per cent, the average being a little less than 31 per cent. These figures are interesting but their practical value is questionable. At best they can give only a general idea of what any store within a certain classification can use as a basis for computing its gross profits. At the time of this survey the cost of doing business in these stores ranged all the way from 20 to perhaps 27 or 28 per cent on sales. Today, the cost is somewhat more, going as high as 30 per cent on sales. It is not going to help a dealer much to be given average figures when there is such wide variation in selling cost.

Every successful seller of merchandise has in his mind a certain average gross profit which he hopes to realize upon his sales as a whole.

At the same time, though, he realizes that his items and lines must be priced individually—some high and some low. His work would be vastly simplified if there could be a standardized gross mark-up which he could use as a basis for pricing all his items. But he must have almost as many gross profit percentages as he has

Number 4 of a Series

Practice vs. Theory

Written to us by

The H. E. Lesan Advertising Agency:

"Your editorial mail is the most amazing thing I have ever seen and I spent years with the Curtis and Crowell Publishing Companies. It is very remarkable to see bank presidents, cashiers, and business men in executive positions write to a magazine listing their holdings, often running into hundreds of thousands of dollars, and ask for expert advice on reinvesting, switching, buying and selling.

We have used the magazine on various accounts; community, resort, banking and even on Gold Seal Tubes, with very satisfactory results."

(Signed) D. W. HENDERSON.

The MAGAZINE OF WALL STREET

Member A. B. C.

VICTOR E. GRAHAM, *Advertising Director.*

42 Broadway

New York City

Largest circulation of any financial magazine in the World.

An Open Letter

To William P. Ahnelt, President The Pictorial Review Company, New York

Dear Mr. Ahnelt:

After more than twenty years as Manager of Circulation for Pictorial Review, I am bidding you farewell. My feelings under the circumstances are somewhat mixed. Twenty years is a large slice of any man's business life and the associations of that period are not readily and easily relinquished.

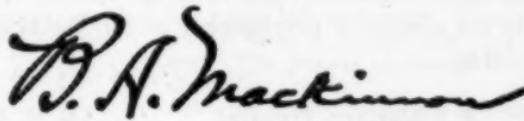
During these past twenty years I have seen Pictorial Review grow from an unimportant little publication with a gross print order of 150,000 copies to a woman's magazine of tremendous national prestige and a net paid circulation of nearly two and a half million copies monthly—the greatest in its entire history.

It pleases me to know that I am leaving the circulation of Pictorial Review in the hands of a trained circulation staff which is the greatest aggregation of vigorous, intelligent go-getters in the business, every man endowed with initiative and executive ability of a very high order. Most of these men have been associated with me for over fifteen years, some for over twenty, and their unwavering loyalty is notable in these days of

changing jobs. It has been my great privilege to be the "chief" to these men and I relinquish my association with them with the keenest regrets.

To you personally and to the entire Board of Directors I am truly grateful for the good wishes which have been extended to me for the success of my own publishing enterprise to which I shall devote all my energies in the future. But I shall never forget the twenty years when you and I and the other members of "the Board" worked and worried, laughed and played together in and out of business hours like one great family. Success to you all!

Sincerely,

A handwritten signature in cursive script, appearing to read "B. H. Mackinon".

Publisher

PLAIN TALK	COMPLETE NOVEL MAGAZINE
SCREEN BOOK	COMPLETE DETECTIVE NOVEL MAGAZINE



THIRTY-FIVE years ago this month the first issue of SOUTHERN RURALIST was published. From the beginning, the object of the founders was to "serve every interest of the farm home". How well this purpose has been achieved is shown by the growth of the paper to nearly a half million circulation. The gain in commercial advertising for the first quarter of this year over the corresponding period a year ago was greater than that of any other Southern farm paper—and, with one exception, the greatest gain of all farm papers.

SOUTHERN RURALIST is owned and controlled by the same group of men who have directed its affairs for more than a quarter of a century. We desire to take advantage of this anniversary occasion to express to advertisers and agencies a hearty appreciation of their co-operation and to pledge our best efforts in future years to the continued development of this publication and the field it serves.

F. J. MERRIAM, *President*

H. W. BROWN, *Treasurer*

H. G. HASTINGS, *Vice-President*

W. J. MILLS, *Secretary*

L. D. HICKS, *Vice-Pres. & Gen. Mgr.*

C. A. COBB, *Editor*

BRUCE HALL, *Advertising Manager*

SOUTHERN RURALIST

Atlanta, Ga.

A. B. C. Paid Circulation 459,032. Line Rate \$2.50 Flat.

E. Katz Special Advertising Agency

New York

Detroit

Kansas City

Chicago

Atlanta

San Francisco

St. Louis

items. His gross must range all the way from fancy profits down to nothing at all, or less than nothing. What he has to look out for is the average.

Even so, it is argued by some that the dealer should have a pattern on which to figure. In an attempt to supply this need, one organization selling a wide range of general merchandise tells its customers that they should expect to realize something near the following gross profit margins on the items and lines named:

	Per Cent
Aluminum specialties	35
Automobile sundries	38½
Art Goods and needlework	32
Books	30
Clocks and watches	34
Clothing and hats	34
Carpets, mattings and rugs	32
Cutlery	38½
China, glassware and crockery	38
Candy	41
Dry goods in general	35
Drug sundries	35
Enameled ware	35
Furs	39
Furniture	38
Groceries	24 to 25
Household hardware	33
House furnishings	31
Jewelry	40
Lamps and lighting goods	35
Men's furnishings	31
Notions	37
Pictures	44
Suits (women's)	37
Shoes	30
Sewing machines	29
Stationery	38½
Sporting goods	35
Toys	38
Tools	35
Tinware	35
Woodenware	35

Of one accord manufacturers of the lines and commodities mentioned here will probably say that the recommended gross profit percentages are several points off. And of course they are. They are nothing more than an attempt to present a general average which will give the dealer a glimmering idea of some kind about how he should mark up his goods. Of what real use is such a table? Substantially none, so far as we can see.

A dealer or anybody else desiring to place upon his merchandise a selling price that will yield him a sufficient net profit does not need to know anything about averages. He knows what the goods

cost, how much he must pay out to sell them and the amount of net profit he desires to make. Being right in these essentials, it is a simple matter for him to place a sufficient gross mark-up throughout his stock. Gross profit is the cost of doing business plus the desired net profit. Its size therefore depends strictly upon selling cost in that particular establishment and whether the competitive conditions are such that the item may be sold so as to yield an average net profit or any at all.

Thus the pattern upon which gross profits are computed cannot be general. It must be strictly individual both as to stores and to specific items.

An average dealer can hardly expect to place upon each item he sells the exact percentage of selling cost attached to that specific piece of merchandise. The best he can do, generally speaking, is to compute the cost of selling his stock as a whole and then apply the average percentage arbitrarily to the individual item. A great many dealers, sad to relate, do not know the percentage of sales it costs them to conduct their business. The process of finding it is simple.

All the dealer needs do is to compute the total sum of his expenses for any year and divide this figure by the total of his sales. In other words, he divides his gross expenses by his gross sales for the year and the result gives him the percentage of sales that it costs him to sell his goods. For example, a dealer's sales for a year amount to \$30,000 and his expenses for the same time \$5,870. Computed decimals, \$30,000 divided into \$5,870 gives about 19½ per cent. His selling cost then during the year is 19½ per cent on sales.

After he has reached this figure and knows how much a piece of merchandise has cost him, how is it going to help him to know how much average gross profit other dealers are gaining on similar merchandise? An item, let us say, costs him \$1—that is, it cost him \$1 to buy it. To sell it he now knows an additional cost of 19½ per cent on sales is necessary. His

desired net profit is 10½ per cent, making the gross profit on the item 30 per cent.

From here on his task of figuring the proper selling price on the item in order to realize this 30 per cent gross is simplicity in itself. As we have previously explained in PRINTERS' INK several times, he merely deducts 30 per cent from 100. This leaves him 70 per cent as the wholesale cost of the article. In other words, the figure is just 70 per cent of what he has to sell the article for in order to gain the desired gross profit of 30 per cent. He divides 100 cents by 70 per cent and gets \$1.43 or the selling price in cash.

The cost of doing business is the big thing he has to watch. As he succeeds in keeping it down his profits will go up. The less he bothers about the average gross profit margins, the more satisfactory and less complicated will be his pricing system.—[Ed. PRINTERS' INK.]

H. P. Sigwalt Wins Wisconsin Lumber Slogan Prize

H. P. Sigwalt, in charge of the industrial advertising division of the Cramer-Krasseit Company, Milwaukee, Wis., advertising agency, recently won the Wisconsin State prize in the Slogan-for-Wood contest of the National Lumber Manufacturers Association. His slogan was "Wood Serves, Survives and Satisfies."

New Account for Buffalo Agency

The Standard Business Training Institute, Buffalo, N. Y., has appointed Adams, Hildreth & Davis, Inc., advertising agency of that city, as advertising counsel. Magazines and newspapers will be used.

R. W. Stanger with Charles Francis Press

Raymond W. Stanger has joined the sales staff of the Charles Francis Press, New York. He was formerly sales manager of the Essex Press, Newark, N. J.

L. A. Paeth Joins Frank B. White

Louis A. Paeth has joined the Frank B. White Company, Chicago advertising agency, as art director.

To Raise Funds for Joint Campaign on Ice Cream

Plans for a co-operative advertising campaign were approved at a recent meeting of the executive committee of the International Association of Ice Cream Manufacturers, Harrisburg, Pa. These plans call for the use of space in a list of twenty-five magazines and eleven trade papers.

The campaign will get under way on receipt of pledges from members of the industry amounting to \$100,000 a year for three years. This figure is looked upon as the minimum under which a worthwhile campaign may be conducted. Pledges already have been received amounting to \$65,000, and efforts are now being made to obtain the \$35,000 in pledges necessary before the campaign can start.

Each contributor to the campaign signs an investor's agreement between himself, as the investor, and the Research Council of the Ice Cream Industry. His contribution is made on the general basis of one-fifth cent per gallon of his production, representing a modification of the previous basis of one-third cent per gallon.

Furniture and Undergarment Accounts for Woolf-Gurwit

Fant Brothers & Lewis, manufacturers of Sportees lingerie and Betty Jane undergarments, and the Makler Furniture Company, both of Chicago, have appointed the Woolf-Gurwit Advertising Agency, of that city, to direct their advertising accounts. Trade papers and direct mail will be used for the first account. Plans for the Makler company call for the use of newspapers.

Frederick Haase Joins Blanchard Press

Frederick Haase, recently vice-president in charge of sales of The Frank E. Wolcott Mfg. Company, Hartford, Conn., has joined the sales staff of The Blanchard Press, New York. He had previously conducted his own marketing service at New York.

Daemicke Company Appoints Vanderhoof Agency

The Paul J. Daemicke Company, Chicago, manufacturer of show cases, refrigerators and meat market accessories, has appointed Vanderhoof & Company, advertising agency of that city, to direct its advertising account.

J. D. Schuman with George F. McKiernan & Company

John D. Schuman, recently with Erwin-Wasey & Company, has joined the Rockford, Ill., staff of George F. McKiernan & Company, direct advertising, as director of merchandising.



B. G. Dahlberg
President
The Celotex Company
Chicago

Mr. Dahlberg Says...

"Every new product, whether a new kind of building material, or other modern application of science, has to first overcome the deadly apathy of the public.

"We advertise Celotex insulating lumber in Popular Science Monthly because we recognize that the open-minded readers of this magazine are the very type of men who are *the first to buy* products that are new applications of science—and Celotex is distinctly a scientific development in the building material field."

Not only are the readers of Popular Science the first to buy any product or service that represents a newer or better method but they are also (according to the A. A. of A. A. Report on the Incomes of Magazine Readers) well above the average in incomes—solid, substantial citizens who are leaders in their communities.

A. B. C. 310,637 . . . edited for men of power and influence, interested in the mechanical and scientific progress of the day.

Popular Science

Founded
1872

MONTHLY

250 Fourth Avenue, New York

When a Trade-Marked Product Is Combined with Other Ingredients

A Manufacturer May Repack and Resell Product of Another Manufacturer
So Long as Label Is Truthful and Explicit

CAN one manufacturer take the product of another manufacturer, mix it with other ingredients, and then sell the resultant product without violating the trade-mark rights of the manufacturer or manufacturers whose product or products are thus used?

This is an important question which has just been decided in the affirmative by the Circuit Court of Appeals, Second Circuit.

Coty, Inc., manufacturer of Coty perfumes, complained against Leo Blume, Inc., maintaining that the defendant was violating the trade-mark rights of the plaintiff by using Coty perfume as an ingredient in a product sold by the defendant as selling agent of a concern trading under the name of "Blendsco."

The defendants, with knowledge of the plaintiff's trade-mark, have sold bottles of a Blendsco preparation under the following label:

No. 10 Genuine Ext. Blends of Guerlain's Shalimar & Coty's Rose Jacq. and 60% Blendsco Blender Rebottled by Blendsco in N. Y. wholly independent of Guerlain & Coty. Guarantee—The sale under and accurate label of genuine rebottled perfume to which have been added an independently made blender or binder does not infringe upon any manufacturer's rights. U. S. Supreme Court, Vol. 264m U. S. Rep. p. 359, U. S. Circuit Court of Appeals, Vol. 3, Fed. Rep., 2d Series, p. 984.

It is admitted that this preparation does not have the odor or color, or general appearance of either Guerlain's Shalimar or Coty's Rose Jacqueminot, referred to in the label, but, on the contrary, has an odor and characteristics wholly different from either. It does not remotely suggest the odor of Coty's Jacqueminot.

In *Prestonettes vs. Coty*, 264 U. S. 359, 44 S. Ct. 350, 68 L. Ed. 731, it was held that the purchaser of a trade-marked article may combine it with other ingredients and sell the compound under a truthful

label. Such conduct, the court ruled, violates neither the rights of the owner of a registered trade-mark nor the rules of unfair competition. After the Supreme Court decision, the District Court devised a label in the following form:

Prestonettes, compounded in Prestonettes, Inc., N. Y., from — per cent Coty's (giving name of trade-mark) genuine face powder and — per cent Prestonettes binder, wholly independent of Coty.*

The opinion of the court in *Coty vs. Blume* continues:

This decree was affirmed by this court in *Coty, Inc., vs. Prestonettes, Inc.*, 3 F. (2d) 984. It is true that the appeal was brought by the plaintiff, who sought even broader protection, and that the defendant in that litigation raised no objection to the form of the decree; consequently our decision was not an actual holding that a repacker or rebottler, whose label refers to competitors' products, must state the percentages of those products which have gone into his compound. But we think such a requirement entirely reasonable. Buyers ought to know how much of the Coty perfume they are getting; that is a reasonable protection to plaintiff, as they may buy on the Coty name, and it is no burden on the seller, if he is honestly trying to sell the compound on its own merits. For the same reasons it is also proper that no greater prominence should be given to the name "Coty" than to other words in the label which describe the compound, but the seller may make more prominent his own name, or that of the manufacturer "Blendsco," if he so desires.

The plaintiff also argues that the word "blend" does not truthfully describe the Blendsco compound and that the label should state that the product does not have the odor of Coty's Rose Jacqueminot, because purchasers unfamiliar with that fragrance, but acquainted with its general reputation, might be deceived into thinking there was a resemblance in odor. There is no evidence that purchasers have been so deceived. Some of the statements in advertisements attached to one of plaintiff's affidavits tend to show an intent to so deceive, and, in our opinion, clearly violate rules of fair competition, but nothing is disclosed to connect the de-

* This case was described at length in *PRINTERS' INK*, April 17, 1924.

65,385

more Classified ads were published by The Dayton, Ohio, News than by all other Dayton newspapers combined, the 12 months ending December 31, 1927.

Supremacy of this sort signifies the difference of results obtained through Dayton News Classified advertising. National Classified rate 5c a word.

THE DAYTON DAILY NEWS

Member—News League of Ohio

The Dayton News

The Springfield News

The Canton News

Represented by

I. A. KLEIN

New York

Chicago



One of Youngstown's Leading Department Stores—The Strouss-Hirshberg Co.—Rivals Leading Metropolitan Stores In The Beauty Of Its Displays And The Completeness Of Its Stocks

In Youngstown, Ohio—

EVERY factor favorable to profitable selling is offered in this rich steel-producing city. Industrial payrolls give tremendous buying power. The VINDICATOR, Daily and Sunday, goes into many more Youngstown HOMES than any other newspaper.

Leading national advertisers are finding the SUNDAY VINDICATOR Roto-gravure Section particularly effective.

The Vindicator

DAILY AND SUNDAY

Youngstown, Ohio

KELLY-SMITH COMPANY

Representatives

New York

Boston

Chicago

Atlanta

Philadelphia

fendants with the publication of these advertisements, so as to require interference by preliminary injunction on that ground. The precise form of the temporary injunction which should issue we do not feel called upon now to dictate.

The order is reversed, and the suit remanded to the District Court for the entry of a decree in conformity with this opinion.

Coty also demanded an injunction on the basis of a contract between it and Leo Blume and Le Blume Import Company, Inc. This contract was an agreement by Blume not to rebotle and sell any perfume, toilet preparation or cosmetic or other material with the use in any manner of the name "Coty" or "L'Origan" or any other name or trade-mark which would in any way connect Coty with any product sold by Blume. The Court held that Blume was bound by this contract.

New Accounts for San Francisco Agency

The Keepsceer Company, Inc., San Francisco, manufacturer of Keepsceer, a product for cleaning metals, leather, etc., has appointed the Daken Advertising Agency, Inc., of that city, to direct its advertising account. Newspapers and magazines will be used. The Beauteck Company, San Francisco, manufacturer and dealer in domestic arts and crafts material, has also placed its advertising account with this agency. Magazines will be used for this account.

Wallace B. Bosley to Blackett & Sample

Wallace B. Bosley, formerly with the Chicago office of Erwin, Wasey & Company, has joined Blackett & Sample, Inc., advertising agency of that city. He will be in charge of mechanical and production work.

H. R. MacNamee with Barrows, Richardson & Alley

Hal R. MacNamee, who has been for several years with the Barrett Smith Advertising Agency, Boston, has joined the Boston office of Barrows, Richardson & Alley, advertising agency, as an account executive.

Advanced by Philadelphia Electric Company

Clara H. Zillessen, assistant advertising manager of the Philadelphia Electric Company, Philadelphia, has been made advertising manager. She has been with that company for fourteen years.

Art Directors Club Elects Officers

B. Vaughn Flannery, of N. W. Ayer & Son, has been elected president of the Art Directors Club, New York. This is the first time that someone outside of New York has been elected to this office and the election of Mr. Flannery is in recognition of the activities of the club's Philadelphia chapter of which Mr. Flannery has been a leading member.

Stuart Campbell, of Ray D. Lillibridge, Inc., has been elected vice-president; Thomas Erwin, of Frank Seaman, Inc., secretary, and A. Halpert, treasurer.

These officers together with Guy G. Clarke, of Street & Finney, Inc., and Frederick Suhr, of Cowan, Dempsey & Dengler, Inc., constitute the board of directors.

At the annual dinner of the club last week, its guest of honor was Arthur W. Munn, of Young & Rubicam, Inc., whom Mr. Flannery succeeds as president.

The annual exhibition of advertising art, sponsored by the club, opens on May 5 and will continue until May 29.

Artistic Temperament as an Asset to Business Executives

UNION TRUST COMPANY

DETROIT, APR. 23, 1928.

Editor of PRINTERS' INK:

My compliments to you on the editorial in your edition of April 19 on the subject, "Are Writers Bigger Than Business Men?"

I was particularly impressed with the attitude you assumed relative to artistic temperament among business executives.

I know a *tailor* who is an *artist* and who applies his artistry to his business. He does it so successfully that the pride in his creations makes it possible for him to work for a limited clientele and to charge prices for his ability quite extraordinary.

HOMER GUCK,
Vice-President.

New Accounts for Quinlan Agency

The Kolax Company, Chicago, manufacturer of Kolax Brushless shaving cream, the Digestoid Company, Wichita, Kans., the Vortex Manufacturing Company, Chicago, manufacturer of Burt paper cups, and W. E. Shuit, Inc., Passaic, N. J., maker of Bel-Caps, have appointed the Quinlan Company, Chicago advertising agency, to direct their advertising accounts.

Death of Wilbur F. Young

Wilbur Fenton Young, president of W. F. Young, Inc., Springfield, Mass., maker of Absorbine, Jr. liniment, died recently at Hamilton, Bermuda, in his thirtieth year. He had succeeded his father, founder of the business, who died in 1918.

The First Few Months Are the Hardest

Some of the Problems Which Were Faced in Getting the Sidley Garter Business Started

By Sid Levy

President, The Sidley Company

EVERY man who sits in a smoker planning his sales calls for the day ahead probably has had at some time the thought of going in business for himself. It is a good thought for American industry. If people didn't start new business every year, this world would grow stodgy, old-fashioned and too full of sameness. Like every other salesman, I always wanted to go in business for myself. Selling garters for a big garter manufacturer for ten years taught me some things about merchandise, some things about people and a few things about myself. When I had ironed out some of the things wrong with myself and learned a little bit more about merchandise, I decided to start.

What a rotten time I chose. I hired a little room at San Francisco and gathered together three employees.

One was my wife, another my wife's sister, neither of them on the pay-roll, and the third a lady who had a foot-power sewing machine. And I paid her \$12 a week to "manufacture" garters.

I not only had manufacturing problems, but a domestic problem.

When I had a good job, my wife used to get a check for \$1,000 every month to run the house. One day soon after going in business for myself I said to her: "I mar-

ried you for better or for worse. Now you'll think it for worse. Beginning the first of next month, there will be a check for only \$300 to run the house." She has had her salary raised since those days, but she still says she is the most underpaid person in the whole organization.

These things happened in early 1917. No matter what you wanted to get in those days it couldn't be secured. Everybody was patriotically supplying Government needs at 1,000 per cent profit, more or less. Even my plant, almost at the start, got tied up with making straps for aviator helmets and in full realization of my shame, I'll admit, too, that we made more out of those straps than we could earn by making and selling garters then.

This is the story of some of the obstacles we met and tried to climb over in our early days.

Somehow or other I had managed to scrape together a few pins, some elastic, an odd job of rusty black non-elastic and even a few buttons and loops. I was all set and ready to make children's garters. Even then I had decided that I would stick my name on them. My name was known to the trade, so why not try to cash in on whatever good there was in it, if any? So I called them Sidley garters, a contraction of my own name.

Almost every employee at some time or other gets the urge to go into business for himself, but few have the courage, nowadays, to attempt to buck the competition of huge corporations. When some brave young man does enter the business arena on a "shoe string," and is successful, his story of how he overcame obstacles is always interesting.

In 1917 Mr. Levy scraped together "a few pins, some elastic, an odd job of non-elastic and even a few buttons and loops" and set up a garter manufacturing business. But he had no buckles. How he got them and how other production and sales problems were solved in those trying early days is the theme of this article.

**"WHEN I GROW UP
TO BE A BIG MAN,
DADDY"**

JUNIOR sits on Daddy's knee . . . he is day-dreaming of what he will be in the years to come, "when I grow up to be a big man, like you are, Daddy" . . .

▼ We all "grow up." Some few Juniors do become the kind of men they dreamed. But many more do not. Sometimes this is because their wishes were impractical. Sometimes it is because they didn't try half hard enough.

▼ Businesses are like that, particularly when it comes to advertising. Growing businesses are going to do big things advertisingly, when they grow as big as. . . .

▼ But why not *grow that way*? Why wait? Why not get the most out of your advertising dollars *on the way*? Particularly, since growing businesses have available expert marketing assistance comparable in talent to that available to the biggest companies in their industry.

▼ James F. Newcomb & Co. Inc. is organized specifically to render the highest type of advertising service to growing businesses—businesses, say, with annual advertising appropriations of \$100,000, or thereabouts. Hence it naturally follows that Newcomb Service is unusually effective for them.

- ◀ Your inquiry is invited. It
- ◀ will be treated with strict
- ◀ confidence by an executive

JAMES F. NEWCOMB & CO. INC.

Advertising · Merchandising

330 SEVENTH AVENUE, NEW YORK, N. Y.

Telephone: PENnsylvania 7200

Unfortunately, you can't make garters without buckles. At the time I chose to start there wasn't a buckle to be had. The New York offices of the metal plants wouldn't sell me a single buckle nor would they take orders for them. They were all sold up for a year. People were offering premiums for buckles. I pictured my wife and three kids starving way out in California for want of a few garter buckles. So I jumped on a train for Waterbury, Conn., determined to storm the citadel and capture buckles or die in the attempt.

The third plant I saw was certainly sorry it couldn't sell me any buckles. I asked if I could see the stockroom. There was only dust on the shelves. I looked up in one corner and saw some dusty packages. "What's that," I asked. "That" proved to be some obsolete buckles, long forgotten, replaced years ago with more modern types. I took them anyway and made several similar visits to other buckle plants with the result that I accumulated a mass of patterns, styles, shapes, forms and sizes that almost made me sick. It was a terrible looking assortment. But I had to do business, so I jumped a train West to start making garters and on the train I got an idea.

When the first sample line of Sidley garters for children finally came into being under my feverish, impatient gaze, it was a sorry sight indeed—but I was buoyed up by inspiration. The garters were good enough in quality, but those buckles stood out like a sore thumb. No two alike. They were worse than hideous.

Children's garters are sold in five sizes, and my five samples seemed like a miniature mill shop or foundry. Those beastly buckles just ruined the appearance of the child of my brain.

So the idea on the train started to become a reality.

Under each of the nothing less than hideous buckles was affixed a little ticket, reading as follows:

Sidley Garter Buckle Contest—\$100 to the Person Who Designs a Buckle That Is Attractive and Practical. If Acceptable to Us and Placed in Use, We Will Pay \$100 in Cash. Put on Your Thinking Cap and Write.

That happened to be an idea which, curiously enough, worked. I have heard of things turning defeat into success and this was one of them. My garter factory was just a little two by four but we received

letters and suggestions from as far East as the coal fields of Pennsylvania. After some months we secured patterns and dies for a uniform, good looking buckle that is still in use after eleven years. I'll never forget that idea on the train which saved our little business when it was just getting started. I even forgot who won the \$100. Probably the craziest idea submitted was taken because they all seemed pretty bad, but anyway we did get a few ideas from garter wearers and most important of all, we brought a friendly note over to them, and incidentally saved our own lives. That's how we jumped the buckle hurdle.

We had a hard nut to crack in one department store buyer, in a Northern California city. Our salesman was a pretty good go-



I wear 'em too
THEY'RE GREAT!

—

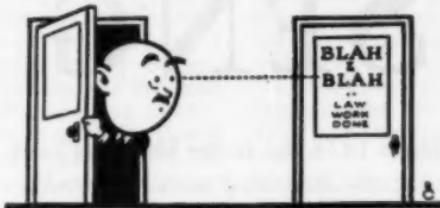
DUO-HOOK
Sidley
GARTERS

Cover a Multitude
of Shins

At all Stores

SIDLEY MAKES NO EXAGGERATED
CLAIMS IN ITS ADVERTISING

CRITERION SERVICE



You remember it

On your daily route of travel is a name you see, every day. Perhaps you can see it from where you sit now.

As far as *you* personally are concerned that name is well-advertised, though it may not appear anywhere else.

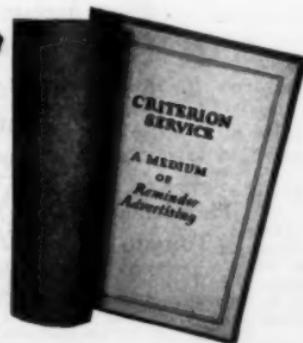
Criterion 8 x 4 foot poster-boards are merely a multiplication of this principle—putting colorful reminders, at eye-level, on the daily routes of millions of your prospects.

You know they are logical prospects because *you select the neighborhoods* to be covered, and Criterion Service concentrates your advertising in them—near points-of-sale, on busy neighborhood-shopping-corners, at less than 10c per day per unit.

Send for This Portfolio

Even if only to be properly informed you should have it. It tells what Criterion Service is, so you can judge what it does—specifically applied to your selling. Maybe you will think of a new way to use the medium; maybe we can suggest one. It can be made to fit any territory, any sales plan.

GRAYBAR BUILDING NEW YORK



SENG

Since 1874 the name Seng has been intimately identified with the production of furniture.

The Seng Company of Chicago manufactures "furniture hardware;" including particularly those ingenious devices which have made it possible to convert a beautiful davenport into a comfortable bed, or to fold up a bed and roll it into a small closet.

It is a twofold pleasure for us to serve The Seng Company as advertising counsel; first, to help in the growth of that splendid business, and second, to send the important Seng message of comfort, convenience, economy, to many millions of homes.

Williams & Cunningham

Whose business is the study and execution of good advertising

6 North Michigan Avenue
Chicago

Philadelphia
Toronto

Cincinnati
Rockford



getter, doing a lot of business, but this particular buyer could not be subdued. The buyer was a woman, and the salesman reported that her invariable query was: "Why should I buy Sidley garters?"

The account was very desirable. We sold practically all the other large concerns in that city, and I wanted this store added to our list. Trip after trip, the salesman came back with the same story—Miss So-and-So says: "Why should I buy Sidley garters?" The salesman had exhausted every argument on her.

One day, I hopped into a car with the salesman, and said: "Let's go visit Miss So-and-So." I saw a gleam of satisfaction in the salesman's eye when I said that—visualizing, no doubt, the boss's complete defeat at the hands of this invulnerable buyer who always asked: "Why should I buy Sidley garters?" I didn't feel any too confident, myself, but I saw an opportunity for a legitimate half-day's vacation, so we set forth on our journey.

When we reached our destination, I was introduced to the buyer, and after the usual California introductory remarks regarding the climate, the salesman turned to me and said: "Mr. Levy, I have never been able to sell anything to Miss So-and-So. She always says, 'Why should I buy Sidley garters,' and I never seem able to give her the proper answer." I hesitated about thirty seconds, looked Miss So-and-So square in the eye and said: "Miss So-and-So, why don't you buy Sidley garters?" (Heavy on the don't and heavy on the question mark.)

That lady, having resisted every argument for nearly six years, suddenly smiled, turned around to the salesman and said: "Bring in your line this afternoon and I will give you an order." The account has been a steady one ever since.

We never use many talking points to sell Sidley garters, because we really know in our own hearts that our garters aren't any better than the best of other makes,

and the other fellow has already told the customer all the arguments. We just try to ingratiate our line and ourselves. We advertise the goods—never use superlatives either in selling or in advertising—yet somehow or other take on an increase of 25 per cent to 30 per cent in our sales each year.

One of our other hurdles was boxes. Like everything else they went sky high at the time we started in business. When we realized that a man was paying 50 cents for a 25-cent garter, and of that four bits, 10 per cent or more went into the box, it didn't seem right.

I don't know how it is with others, but the old think-tank doesn't always dance the way I play. In other words, it doesn't work the way I always want it to. I can't say: "Think-tank, do your stuff," anymore than I can say to a dog, "Now, Fido, talk." My misfortune, or good fortune, is a stray streak of something that slides through the gray-matter at some odd moment, when it isn't looked for or even expected. And if I'm not too dumb or tired at the moment, I pull the can of sand long enough to make some of the "streak" stick.

One morning about two o'clock, I sprang from slumber over to the ever-ready note book on the dresser. With much good luck, I didn't forget to look at the reminder a day or two later, with the result that we got out a piece of thin cardboard, with a slot in it and folded into one piece, to replace the regular garter box.

To put over this new package, for the benefit of our customers and at a saving to them and to us, we enclosed a little printed slip with each package, which read:

SIDLEY GARTERS—EXPORT
PACKAGE

This newly designed container saves weight, space, and transportation. Because of high prices now in effect on all commodities, it is also valuable as there is a saving of over 5 per cent in cost of packing, without marring the effectiveness of the package.

THE SIDLEY CO.

This Is War Time—Conservel

We bucked the box all right! This same export package, today, proudly exhibits Sidley Garters in forty-one of the world's countries.

I was able to tell our stockholders a few months ago that last year was the best in this company's history, that we have 300 employees, that our increase in sales last year was more than 100 per cent greater than the best previous increase we ever recorded, but in taking those early hurdles I think we got more of a kick than any time since.

I couldn't afford many visits East in those early days; sometimes they came only once every two or three years. On one of those rare trips I went into the office of a certain manufacturing company which was destined, although it didn't know it, nor did we at the time, to help change the whole garter industry. This company told me it was pretty busy, "but we've got an odd job of elastic. Can you use it?" It was a terrible looking thing. The pattern was certainly a lemon, as far as the whole garter trade was concerned. It was a broad striped elastic in contrasting colors made for armbands that never sold.

For years, the men's garter people had tried various novelties without success. Fancy patterns of elastics, fancy cloths for pads, different ideas—every one of which fell flat.

But here was something different, in my belief. A definitely striped design. Bold, masculine—why, it even looked good to me.

Up to that time, nothing sold in men's garters except solid colors.

I shipped that little lot of striped elastic out to my factory in San Francisco, and had it made up into garters. They went over with a bang. My little factory, pioneering 'way out West, had kept its head above water for the few years we were in business, but had not got very far financially.

The factory wired me at New York, "Garter Selling—Looks Good—Have enough for fifteen gross so don't need more elastic for a while."

"Shades of sanded streaks through gray matter," mused I, at

the Prince George Hotel. "How in heck can we get rich on fifteen gross of garters—selling for a total of \$600?"

Then I plunged. I went to the Hapless Manufacturing Company and contracted for enough elastic to make 180 gross of garters out of that striped webbing. I was taking a chance, believe me, with my little business.

One hundred and eighty gross is only a day's production in season for the big fellows, and not much for us today; but in those days, it meant the possibility of going broke if it didn't move fast enough.

But it did. We didn't catch up with the demand for nearly two years.

Of course, we were still small. One of the big garter concerns got hold of the idea the next season and put over the biggest year's business in its history on striped men's garters.

All the rest of the two-hundred-and-odd garter factories followed suit, and today 99 per cent of men's garters sold throughout the world are fancy designs.

The mills which make elastic webbing have called us to account on more than one occasion. Every elastic web mill today must have its corps of designers to bring out new patterns in garter webbings to appeal to the jaded male taste.

These are a few of the early adventures in making a break, which come back to me as I am able to tell our stockholders that the entire funded debt was wiped out completely last year and that our losses from bad debts amounted to only \$100.

TO EXPAND SIDLEY ADVERTISING

I am sure of one thing about the future and that is that our advertising is going to be bigger and more extensive for the rest of this year than ever before. All through the history of our company I have believed in continuous, consistent advertising, getting bigger as sales increase. We have always based our appropriation definitely upon an increased percentage of sales and when the

PICTORIAL REVIEW

March Issue

"at least 2,500,000 net"

To the Advertising Dept.

April 24, 1928.

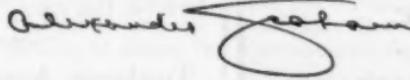
DEAR MR. BLOCK:

In our original estimate of the net paid circulation for the February issue, we told you that we would show 2,435,000. We now find that our net paid for February will be better than 2,460,000.

Making our first estimate of net paid circulation for the March issue (in the same conservative way that we did February), we are confident that we will show at least 2,500,000 net paid for that issue of Pictorial Review.

Very Truly Yours,

THE PICTORIAL REVIEW COMPANY.



Circulation Director

AG: SJ

Good Copy

Good copy can help sell fine merchandise.

But, more important, it can at the same time convince the buyer of the good faith of the house.

And this is far more valuable than any single bill of sale can ever be.

**HAWLEY
ADVERTISING
COMPANY
Inc.**

**95 MADISON AVE.
NEW YORK CITY**

sales increase, we aren't sorry to put the extra money into our advertising appropriation. This year we are using outdoor advertising, newspapers, direct-mail and foreign language catalogs. We also are advertising in twenty-two foreign countries.

Whatever tough sledding we had when we were getting started was well worth it. I don't believe I ever will get quite such a thrill again as when I was sitting in the Prince George Hotel and received a wire telling me that the crazy looking lot of elastic I had bought and made-up into garters was selling big. This year brings us into the third presidential year we have had since our establishment. People who talk presidential years this year will be too busy talking and thinking negatively to get the proper amount of business.

But I have noticed that in the other two presidential years we didn't talk much about who was going to be elected but we got our full share of business and made a nice increase over the year before. In line with our policy of steady and substantial expansion, and increasing our advertising, we feel sure that we are going to be running full time all of 1928.

Yes, the first few months of starting in business are usually the hardest, but who will say that they are not also the most fun, if and when you are able to look back at them with amusement instead of looking forward to them with worry?

Donald L. Paus with Curtiss Candy Company

Donald L. Paus, formerly space buyer for the Brandt Advertising Company, Chicago, has joined the advertising department of the Curtiss Candy Company, of that city.

Toothpaste Account for Central Advertising Service

The Jack and Jill Health Products, Inc., New York, maker of Jack and Jill toothpaste for children, has appointed the Central Advertising Service, Inc., of that city, to direct its advertising account.

**Typical Case #1—from a series
of definitely checked results of advertising on
Peabody School Book Covers**



MRS. B. PERLMAN, of 12 Grove Street, North Plainfield, N. J., recently changed to Calumet Baking Powder. She was impressed by the Calumet advertising on the covers of her son Marvin's school books. Marvin attends the Somerset Public School in North Plainfield, which like all the other public schools in town was supplied with Peabody School Book Covers carrying Calumet Baking Powder advertising. These covers are distributed free by the Alumni Association of George Peabody College for Teachers, Nashville, Tenn., on actual orders from school officials.

~ ~ ~

Peabody School Book Covers are getting results like this for Calumet Baking Powder in millions of "homes with children" all over the country. They can get similar results for you—in cities, towns, or rural communities selected from available circulation totaling over 15,000,000—and at exceedingly low cost. Write for details, or phone for representative to call.

EDUCATIONAL ADVERTISING COMPANY

George D. Bryson



Phone: Chickering 5657

55 West 42nd Street, New York City



Stretching Printing Dollars

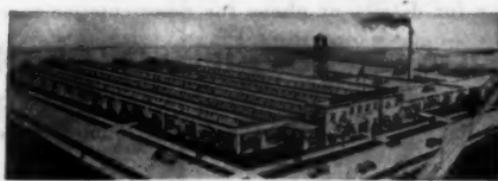
BOSTON, New York, Cleveland and St. Louis—that's where these magazines come from, but they are all printed in Mount Morris, Illinois. The reason you can guess—the printing dollar stretches farther here than it does at home.

Given equal management, many businesses can operate as well in a small town as in a city. Modern transportation and communication facilities enable industries to thrive in small places at no disadvantage in service to their customers. This phenomenon is now referred to as decentralization of industry.

Reaping every advantage of a plant so situated, we have much to offer a publisher, whether large or small, who is interested in making his printing dollars cover more paper or in covering the same amount of paper with fewer dollars. And remember, too, that while we are decentralized economically we are centralized geographically.

KABLE BROTHERS COMPANY MOUNT MORRIS, ILLINOIS

CHICAGO
OFFICE:
38 South
Dearborn
Street



NEW YORK
OFFICE:
1
Madison
Avenue

Associated Business Papers to Consider Amendment

The executive committee of The Associated Business Papers has offered an amendment to the constitution which will be acted upon at the annual meeting of the association this month. The amendment reads as follows: "Each member publication of The Associated Business Papers, Inc., shall be a member of and subscribe to the requirements of the National Conference of Business Paper Editors and shall delegate one of its editors to act as the publication's representative in the said conference."

Federal Report Analyzes Retail Selling Costs

"Analyzing Retail Selling Costs," a pamphlet recently issued by the United States Department of Commerce, contains the results of a study made by G. E. Bittner, of the Domestic Science Division. This work is in line with the Department's plan to render effective aid in lessening or eliminating wastes in the distribution system. Copies of the report may be obtained by application to the Department at Washington, D. C.

C. L. Kimball Joins Chris Smith & Sons

Charles L. Kimball, formerly with the Western staff of the *Farm Journal* and more recently with the Chicago office of the *Elks Magazine*, has resigned to become a district representative for the Chris Smith & Sons Boat Company, Algonac, Mich., maker of Chris-Craft runabout motorboats. His headquarters will be at Chicago.

"Salvage" Starts Publication

Salvage, a monthly devoted to the utilization and marketing of waste products, scrap and surplus materials, has started publication at New York with an April number. The new magazine is published by the Atlas Publishing Company, Inc., and has a type-page size of seven by ten inches.

Changes Name to Burnham Advertising Agency

Burnham and Fishler, Inc., New York advertising agency, has changed its name to the Burnham Advertising Agency, Inc. Rufus Bradford Burnham is president and treasurer, and Thomas H. Reese, Jr., is secretary.

Show Case Account for Detroit Agency

The Detroit Show Case Company, Detroit, has appointed Fecheimer, Frank & Spedden, Inc., advertising agency of that city, as advertising counsel. Magazine, business-paper and direct-mail advertising will be used.

"Punch"

==the Link with Home



N Englishman in the tropics awaits his "PUNCH" with the eagerness of a schoolboy; it is his great weekly link with home and its memories—a far subtler link even than letters, for it paints a picture with the perfect art whose purpose never obtrudes.

Yet "PUNCH" is ubiquitous *at home*. It is no exaggeration to say that "PUNCH" finds its way into practically every home of the English middle and upper classes. It is read by every member of the family, for to miss "PUNCH" is to miss the point of half the jokes and remarks made by the family during the next week.

The pulling power of an advertisement in "PUNCH" can scarcely be over-estimated.

Rates and full particulars from

MARION JEAN LYON
Advertisement Manager, "PUNCH,"
80 Fleet Street, London, E.C. 4.
Eng.

PET PRODUCTS

Is Yours Among Them?

Being human, Jobbers' salesmen and dealers' clerks have their own little pet products. A few items that are singled out from all others in their minds. Products they are always thinking about, always pushing. The freight cars are rolling merrily along from the sidings of those manufacturers whose products they favor.

These "Pets" aren't accidental. Salesmen and clerks all over the country don't just happen to get behind the same product and push. Some manufacturers dependent on steady turnover are cultivating the *active* goodwill of all distributing factors over whom they have no direct control. Many of them are making "Pets" of their products by making it worthwhile to the jobbers' and dealers' men to take a personal interest in them.

Here is a booklet you want!

"Winning Co-operation of Jobbers' Salesmen and Dealers' Clerks"

Just issued. Yours for the coupon. Short enough for easy reading. Long enough to explain thoroughly a simple and inexpensive method of "raising Pets."

The Premium Service Co., Inc.
7 West 18th St., New York City

The Premium Service Co., Inc.

7 West 18th St., New York City.

We can use more action from Jobbers and Dealers. Please send your booklet, "Winning Co-operation of Jobbers' Salesmen and Dealers' Clerks," FREE.

Name

Firm

Address

K. F. Warren Heads Warren Publications

Keith F. Warren, publisher of *The Bankers Magazine*, New York, has been elected president of the Warren Publications, Inc., Boston, to succeed his father, the late Willard C. Warren. George R. Glendenning, president of *Banker & Tradesman*, has been made vice-president, and Gorham L. Cross treasurer.

The Warren group is composed of the following publications: *The Bankers Magazine*, *Banking Law Journal*, *Business Law Journal*, *House Furnishing Review*, *Banker & Tradesman*, *Fibre & Fabric*, *Granite, Marble & Bronze*, *Commercial Record*, *Record & Guide*, *New England Grocer & Tradesman*, *American Shoemaking* and the *Leather Manufacturer*.

Bunker Publications Incorporate

Bunker Publications, Inc., has been organized at Fort Worth, Tex., as publisher of *Bunker's Monthly*, *The Southwestern Banker* and the *Southwestern Architect*. Officers of the new corporation are: President, Chester R. Bunker; vice-president and general manager, A. T. Mickle and secretary-treasurer, W. L. Moseley, all officials of the Bunker Press, Fort Worth.

The new corporation is planning to publish eight periodicals in addition to the three mentioned above. *The Southwestern Banker* was acquired from the De Puy group of publications last month. *The Southwestern Architect* was acquired from the Jones Publishing Company, Dallas, Tex.

Rainey Bros. Tool Co. Appoints Youngstown Agency

The Rainey Bros. Tool Company, Grove City, Pa., maker of mechanics' tools, has appointed The Bolton Advertising Company, Youngstown, Ohio, to direct its advertising account. A separate division of this company, manufacturing Thriller patented sleds and wheel toys, has also appointed this agency to direct a campaign using business papers and direct mail.

W. P. Jeffery with Rhodes and Leisenring

W. P. Jeffery, for the last seven years with the Experimenter Publishing Company, New York, has joined the New York staff of the Rhodes and Leisenring Company, publishers' representative.

Cleveland Clay League Appoints Clayton Grandy

Clayton Grandy, formerly director of the Sales Writers' Guild, has been appointed to direct the advertising and publicity of the Cleveland Clay League, Cleveland.

We regret to
announce the resignation
of
HAL R. MAC NAMEE
from our organization

BARRETT SMITH COMPANY
(Successors to Smith Endicott Company)
A D V E R T I S I N G
80 Federal Street, Boston

Santiago, capital of Chile, ranks among the first South American cities in beauty, wealth and population (700,000). It has a numerous and rich aristocracy and a comfortably situated middle class.

El Diario Ilustrado

of
Santiago

is the organ par excellence for the aristocracy and middle classes.

El Diario Ilustrado

reaches the industrialists, the business people, the best homes, the well-to-do conservative element—those who in Chile have the money to buy foreign products.

El Diario Ilustrado

publishes more high class advertising than all its competitors combined—and is the one that "gets" the buyer.

Chile is 2,700 miles long—a single paper cannot cover it.

For information, rates or sample copies, see any foreign advertising agency, or

Exclusive U. S. Representatives

**All-American
Newspapers'
Rep., Inc.**

Graybar Building
New York City

Taking a Business Off a Private Brand Basis

(Continued from page 6)
drivers will be outfitted; another cloth will make cotton trousers to be worn in cold weather. Western oil fields and Honolulu are providing new outlets. And very soon we expect to be advertising Tru-line directly to the consumer."

The third of the newly incorporated mills which were founded to gain national distribution for products that could be advertised under their own name to the eventual user is Rockweave Mills, which manufactures and distributes direct to laundries an entire line of cotton textiles used in washing.

"The story here," Mr. Callaway explains, "is essentially the same as that of the other two companies. We experimented until we got what we believed to be the most serviceable products for use by laundries, articles such as nets in which individual washings are placed, hampers, and so forth—a complete line and one that had never before been assembled. We took this new, branded line direct to the users both through salesmen and through page advertisements in trade papers.

"The net result of carrying our brand name direct to laundries was that we shipped \$187,000 worth of these Rockweave products in 1926 and more than double that amount in 1927 with shipments totaling \$450,000. Rockweave's quota for 1928 is \$1,800,000, and by the end of the first month of this year it already had delivered \$420,000 of that quota."

Nothing could more graphically illustrate the rapid growth in manufacture and direct distribution of these newly conceived and branded products than these sales figures. But even more illustrative of how the Callaway Mills are seeking new uses for their primary cotton products is the story of Oakleaf wiping cloths.

"These cloths, manufactured to take the place of cotton waste in cleaning railroad engines, automobile motors, printing presses, and

And Now ~

in addition to the

ADMINISTRATION,
GENERAL MERCHANDISE
and GROCERY EDITIONS—

The ~

DRUGGIST'S
EDITION

of

**CHAIN STORE
AGE**

93 Worth Street New York City

Giving Silverplate— **A DYNAMIC PLAN of SALES**

AS we see it, advertising becomes powerful by the injection of a strategic merchandising idea.

For Holmes & Edwards Inlaid Silverplate . . . a new, graduated purchase plan . . . 4 fascinating, easy steps to the COMPLETE table service. Larger units of sales for merchants to sell in a wide-spread way. Dealers cooperating, by an ingenious hook-up. Many thousands of coupon returns. A masterpiece of booklet work printed 300,000 times . . . a pivotal piece, studied as carefully as magazine pages.

ON REQUEST—a copy of the booklet mentioned above—The Merchandising Idea in Detail.

Smith, Sturgis & Moore, Inc.
General Advertising Agents

171 Madison Avenue . . . New York
London, England: Premier House, Southampton Row

so forth," Mr. Callaway explains, "were first sold to automobile manufacturers, railroads, printing and publishing houses. Their advantage is a capacity for being washed clean of oil and grease and used over and over again where ordinary cotton waste must be thrown out.

"Our tests and later actual use proved that these cloths were good for a minimum of twenty-five washings. As a result, one railroad estimates a yearly saving of \$200,000 by the use of Oakleaf wiping cloths instead of waste. Several users are now maintaining their own laundries in which to wash these cloths for continued use, and one concern puts the cloths through a press to extract the oil, which then is used to operate an oil furnace. In other cases we have arranged with local laundries to wash these cloths at special rates. In addition, we are constantly finding new uses for the cloths—for example in wiping furniture.

"As a matter of fact the field for this new product, which we are just beginning to advertise, opens such possibilities that for 1928 alone we are planning production of 30,000,000 Oakleaf cloths."

These, then, are the four new, advertised products which carry Callaway brand names direct to users. The distribution of each brand at the time of incorporation was put under separate sales managers and assistant sales managers, with salesmen working direct for the individual company and each organization being separate and distinct. Only as regards advertising are these mills linked, being under the management of a single advertising manager.

"The reason for this isolation," says Mr. Callaway, "is that we believe each concern should stand on its own feet. While each has available the resources of the entire organization, we feel that its success should be strictly due to its own merits. We do not want one department to cover up the weakness of another. The individual mill has its own brand name

to carry to the consumer, and we expect it to do just that, though we are planning to have all the products manufactured by our various corporations bear labels certifying that they come from divisions of the Callaway Mills. This, we believe, will keep them up to regular Callaway standards and also will serve to capitalize a quarter century of good-will built up by the parent mills."

PRICES VS. QUALITY

There is a great deal of discussion these days on the subject of price versus quality. The success of these radically new enterprises started by a manufacturer who at twenty-eight—Cason Callaway is only thirty-three years old now—was the youngest president of the Georgia Cotton Manufacturers Association, speaks volumes for his opinion on this moot problem. The entire recent expansion of the Callaway Mills has been based on putting quality ahead of price.

"Our entire idea, right through to our advertising, has been to build slowly on a quality basis," Mr. Callaway told me when I asked him to elaborate his general policy. "The idea has not been primarily to make as much money as quickly as possible, but to make our own goods with our own brand and with our own quality standards.

"We have frequently faced the temptation—particularly in the manufacture and distribution of cotton trousers—to make price the major consideration. But we have been able to resist chiefly because we feel that we are not in competition with any similar types of product on the market. We are trying to make as good cotton rugs or pants or cloths as it is possible to make in the particular lines we have chosen to brand, and in order to develop what we consider an interesting sort of business we feel we must continue to put quality first. As a matter of cold fact, I have never known of a concern making the best of anything to go 'busted,' and my fundamental belief is that the growing demand in this country is for the best."

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You men who decide conventions

Rodin's Thinker had a snap—all he had to do was to think as hard as he was looking, but you've got to LOOK as hard as you're thinking!

Because every city is an "ideal Convention city!"

Here's a tip that will end your harassment—of course, Atlanta is "ideal," and everything, but we trump 'em all with the Atlanta Biltmore.

—a hotel which enthusiastic guests* have declared the finest in the nation, with every facility for making your convention a success and service that will keep it a pleasant memory.

Before deciding, may we show you what other Conventions have said about us?

*They weren't trying to sell anything either!

Atlanta Biltmore
A Bowman Biltmore Institution
Rates from
350

W. M. Harrison Heads Society of Newspaper Editors

Walter M. Harrison, managing editor of the *Daily Oklahoman*, Oklahoma City, Okla., was elected president of the American Society of Newspaper Editors at its seventh annual convention recently held at Washington, D. C. Other officers elected were: Willis J. Abbot, of *The Christian Science Monitor*, first vice-president; Grove Patterson, *Toledo Blade*, second vice-president, M. H. Creager, *Milwaukee Journal*, secretary, and E. S. Beck, *Chicago Tribune*, treasurer.

Members of the board of directors, elected at the meeting, were: George E. Miller, *Detroit News*; Fred Fuller Shedd, *Philadelphia Evening Bulletin*; Herbert Bayard Swope, *New York World*; Paul Bellamy, *Cleveland Plain Dealer*; Donald J. Sterling, *Portland, Oregon Journal*, and Mr. Abbot.

Minnesota to Conduct Advertising Campaign

The Greater Minnesota Association, Minneapolis, was recently incorporated to conduct an advertising campaign to "sell" Minnesota. O. C. Neuman, Wheaton, Minn., is president of the organization. Other officers are: R. H. Thomassen, St. Paul, first vice-president; John F. Nichols, Minneapolis, second vice-president; Julius A. Schmahl, St. Paul, state treasurer; and J. E. Tatam, executive secretary.

New Accounts for Detroit Agency

The Novi Stove Cabinet Company, and the Glasiron Products Company, manufacturer of Glasiron roofing tile, both of Detroit, have appointed the Pratt-Moore Advertising Company, also of that city, to direct their advertising accounts.

Clyde W. Lawrie with "Wisconsin Agriculturist"

Clyde W. Lawrie, formerly space buyer for the Cramer-Krasseit Company, Milwaukee advertising agency, has joined the advertising staff of the *Wisconsin Agriculturist*, Racine, Wis.

Appoints Humphrey-Meredith, Inc.

The Para Paint & Varnish Company, Cleveland, has appointed Humphrey-Meredith, Inc., advertising agency of that city, to direct its advertising account.

Display Men to Meet at Toronto

The International Association of Display Men will hold its thirty-first annual convention at Toronto, Ont., from June 11 to 14.

The



2 Biggest Events in Radio

1. Trade Show

The second annual Radio Trade Show held in June will exhibit new models—announce new prices—make new commitments on sets, accessories and parts for this Half Billion Dollar Industry.

2. Trade Show in *Radio Retailing*

Radio Retailing's June number carries the Trade Show to every nook and corner of the industry.

Every successful manufacturer in the industry was in last year's *Radio Retailing* because it carried the story of each manufacturer (whether exhibitor or not) to every worthwhile radio outlet.

Timely: Your advertisement in this issue goes to dealers, jobbers and distributors at the time when plans for the new season are made.

Advertising forms close May 21st

Radio Retailing

A McGraw-Hill Publication

Tenth Avenue at 36th Street
New York

Photo-Gelatine Printing (Screenless)

For Car Cards,
Window Cards,
Posters,
Book Illustrations,
Post Cards, and
every variety of pic-
torial reproduction.

Single or multi-color.
Prints sheet up to
44 x 64.

Short Runs—

made possible and
profitable by reason of
our low first cost.

Our price for short
edition will probably
be less than your usual
cost for plates.

Let's get acquainted.

**Wyanoak Publishing Co.
INC.**

136 West 52nd Street
New York, N.Y.

Advertise to Your Stockholders

(Continued from page 20)
tried and found impossible of fulfilment. Stockholders won't be organized into a general body. A New York Stock Exchange firm, John Muir & Company, a house that welcomes accounts of small investors, tried to organize stockholders of railroad securities into a group a great many years ago and failed at that job. It failed, even though it picked out only one line of industry as a rallying point. Mention has already been made of a book called "A Small Stockholder." That book carried an elaborate plan for a national organization of small stockholders. The anonymous author of the book argued for action on this plan on the ground that if labor could be welded into an organization, such as the American Federation of Labor, surely capital, represented by the small stockholder, could be brought together into one group. The plan has been public property for two years, yet nothing has ever come of it. Within the last month the idea has been tackled from a different standpoint. An attempt is now being made to put all women stockholders into an organization. The promoters of this idea are displaying considerable energy and may succeed in forming a society on the basis that women investors need protection.

A more concrete and practical idea, aiming at the protection of the small stockholder, was set forth by Professor William Z. Ripley, of Harvard University, in one of his books. It is his idea that in each business in which there is public ownership there should be a permanent stockholders' organization. That organization, as he describes it, "shall be representative of the shareholders' rights, title and interest and shall promise a fair chance of awakening sufficient interest among the electorate to induce at least an intelligent minority to take part."

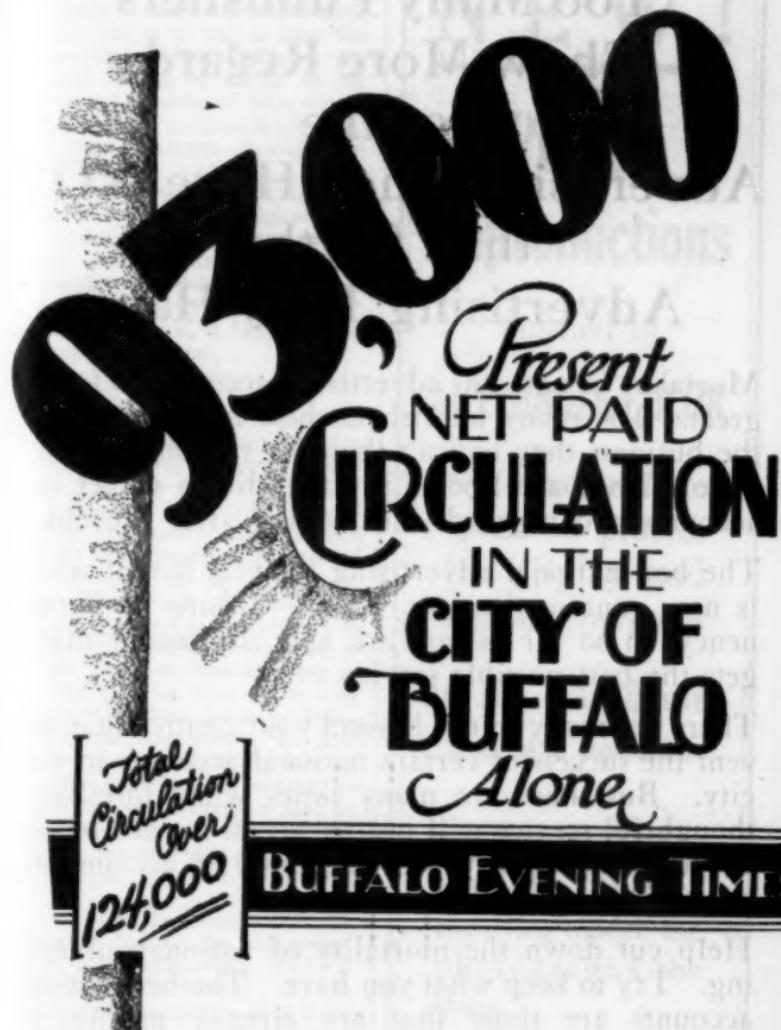
Such an organization, which he calls a "Shareholders' Supervisory

150,000

Present
NET PAID
CIRCULATION
IN THE
CITY OF
BUFFALO
Alone

Total
Circulation
Over
124,000

BUFFALO EVENING TIMES



VERREE & CONKLIN, INC.

National Representatives

New York—Chicago—Detroit—San Francisco

Too Many Publishers Show More Regard for the Advertising They Have NOT than for the Advertising They Have

Mortality in national advertising accounts is far too great. Too many publishers show more regard for the business they haven't than for the business they have. They are liberal in expenditure to get new accounts and niggardly in looking after the old.

The best national advertising for you is that which is now running in your paper. Insure its permanency, in so far as you are able, by seeing that it gets the best possible service.

There are many things beyond your control that prevent the success of certain national accounts in your city. But there are many times when intelligent, thoughtful service will insure success instead of failure and keep with you permanently an account that otherwise you would lose.

Help cut down the mortality of national advertising. Try to keep what you have. The best national accounts are those that are already paying you dividends.

E. Katz Special Advertising Agency
Established 1888

Publishers' Representatives

New York
Chicago

Detroit
Atlanta

Kansas City
San Francisco

Committee," would have its membership picked by stockholders; would be constitutionally set up and would be paid for by the business of which it was a part for the purpose of serving as a dependable source of advice to the perplexed and isolated little shareholder and as a channel of communication between management and owners.

This suggestion of Professor Ripley that the small shareholder be protected through an agency created for the express purpose of guarding his interests was first made in the early part of 1927. So far as I know, it has not been adopted by business.

INVESTMENT TRUSTS HAVE POWER

A new institution that holds far stronger immediate possibilities for the protection of the small stockholder than any general organization scheme or than the plan offered by Professor Ripley has been showing considerable strength of late. I refer to the investment trust. There are all sorts and varieties of investment trusts. The type of investment trust that is held up for consideration here is the type that is free from any investment banking house or brokerage house connection. In that kind of investment trust, free to buy its securities wherever it wishes, the small investor has an institution that will be on the job eight hours a day every business day in the year to protect him.

To a brokerage house, and to an investment banker, an investment trust is a big customer. When it speaks it gets attention. It can marshal every influence that leads to the business on whose securities it wants information. It can hire attorneys to prosecute its case. If it should happen that one investment trust, alone, has not sufficient power it easily would be possible for ten or 100 of them to act together effectively. The British investment trust has proved an effective protector of the small stockholder's rights, and has shown itself willing and able to resort to court action when necessary to protect those rights. The Ameri-

NEW!

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finished in

ANY SINGLE COLOR

by Flammertone
(patented) process
for display and
sampling purposes

Any Size - Any Quantity

Mounted or Unmounted

“Merchandise by Photography. Next to the living model, the photograph's the thing.”

RAINBOW
Photo-Reproductions, Inc.
136-146 West 52nd St.
NEW YORK, N. Y.

Telephone — Circle 5523

TIP-ONS!

*Write for
this*

**FREE
Book
of
IDEAS**



*Clever
and
Inexpensive
little
Photographs*

Double results through these little photographs of goods, plant, or anything else — ready-gummed to attach easily to letters, circulars, folders, etc. Small or large quantities.



PRICED AMAZINGLY LOW!
Ingenious equipment and big production enables us to offer TIP-ONS at prices that do not tax your advertising budget! We also make photographs in all sizes, for every purpose! Mail coupon for complete information and your copy of our free book of ideas!

The Process Photo Studios

Process Building

Troy at 21st Street, Dept. EE1
Chicago, Ill.

THE PROCESS PHOTO STUDIOS

Process Building

Troy at 21st Street, Dept. EE1, Chicago

Please send me your booklet "Remember—When They See It Through the Camera's Eye—They Buy."

Name

Address

Kind of Product

can trust may be expected to be equally effective in time.

On the whole, from the picture thus far given, the small stockholder looks weak. Seemingly there is nothing much that he can do to protect his investment or to show his displeasure if he must take what he considers an unjustified loss on his investment. The picture, however, is incomplete.

Unorganized and isolated, nevertheless the small stockholder today, because of his numerical strength, has the most effective weapon against business that cheats and deceives him on his investments that he could ask. He has the power to boycott the products of such businesses. No one needs to tell him to use that weapon. He will tell himself.

In the ranks of security holders are all sorts and conditions of people. There are consumers; there are shopkeepers; there are wholesalers; there are manufacturers, and there is every other kind of calling that can be imagined.

Suppose that a small investor has had a loss on an investment which he made in a food products company. Suppose that he believes that loss to be due to the fact that there was "inside" manipulation of the company's stock. That stockholder, it is safe to say, will not have that company's product in his house to remind him of his loss; nor will he have it in his shop if he is a retailer, or in his warehouse if he is a wholesaler. Furthermore, he may not only be expected to keep the product out of his sight, but also to criticize the company and its product, if not on his own initiative, then at least when circumstances provoke him to take that course. The situation has innumerable ramifications today. A school teacher, for example, as a disappointed investor may not seem to be of any particular consequence to a food products company. Suppose that company as so many of them are doing today, endeavors to get booklets into the hands of the children who are in her classroom. What chance does it have? Who would have more influence with other

"We're on the air"

by ROY S. DURSTINE



- what about this "radio technic"?
- which way are programmes headed?
- how do you test a programme?
- some ways of avoiding mistakes.
- where does radio advertising fit in?
- what does it do for an advertiser?
- its relation to magazine and newspaper advertising.

• • •

A leading figure in the advertising world, a pioneer in radio advertising, looks at broadcasting from the inside.

SCRIBNER'S
for May

MEN'S CLOTHES

Most men buy their own clothes. Some strong-minded woman may drag her weak-minded husband into a Clothing Store and pick out his suit. But THE MAN GROUP reader—over one million of him—chooses his own clothes.

These men buy several million suits of clothes in a year—an enormous market for Hart Schaffner & Marx—Kuppenheimer—Society Brand or Fashion Park. Furthermore, these men live in towns where the dealer can reach them.

To sell to Men *advertise to Men!*
Color-power + Man-power = Buying-power.

Ruggles & Brainard, Inc.
The Graybar Building
New York City

The Man Group

THE MAGAZINE
OF BUSINESS

FORBES

NATIONS
BUSINESS

Popular
Science
MONTHLY

Field &
Streum

SCIENTIFIC
AMERICAN

If you want to make some real money, read our ad on pages 130, 131, 132, 133 in Printers' Ink, March 22, 1928.

The
**COMMERCIAL-
APPEAL**
MEMPHIS
*The South's
LARGEST
Newspaper*

Morning & Evening . 172,766
Sunday 140,407

January, 1928, Average

Complete Market Data
Service Maintained

JOHN M. BRANHAM COMPANY

Representatives

Chicago, New York, Detroit, St. Louis,
Kansas City, Atlanta, Los Angeles,
San Francisco, Seattle, Nashville

teachers in that same school, this teacher, or the food company? How about influence in teachers' associations? Suppose this teacher is an officer or a member of the committee on, let us say, inspection of advertising literature. Who would have more influence? In her sphere of influence that particular company would have an unknown enemy who could defeat it at every turn of the road.

STOCKHOLDERS ARE INTELLIGENT

An individual who has been able to save sufficient money to make him an investor is, generally speaking, a better man than one who has not. He is more intelligent than the man who has not provided for the future. Now, if we admit the general validity of those statements, it follows that, as a class, the investors represent the most intelligent class of people in the country. Why should a business, that has directly or indirectly invited that class into ownership, run the risk of turning it into an enemy, when by an enlightened policy of friendliness it can eliminate that risk and turn that class into a powerful asset?

Among the businesses of this country that have the most enlightened attitude toward their stockholders are the American Telephone & Telegraph Company and the General Motors Corporation. Both of these companies have officers whose job it is to cultivate the friendship of stockholders. In the case of the American Telephone & Telegraph Company such work is directed by a former publishing house official, A. W. Page. In the case of General Motors, by a former managing editor of the *Wall Street Journal*, Lockwood Barr.

An analysis and study of the endeavors of these two companies warrants the statement that they are not consciously cultivating the good-will of their stockholders but the good-will of every investor of the country.

General Motors not only offers all possible information to its stockholders in reports which have been so clearly written and carefully printed that they are read



Full Speed Ahead

The clients we serve are growing. And we intend to grow with them. Our typographic equipment and our man power is being increased. Our telephone facilities will soon be improved. It is easy to talk service but it takes vigilance and planning to give service to every client whether big or little. Our past performance is our best recommendation. But there is room for improvement, and we intend to do better than our previous best.

WIENES TYPOGRAPHIC SERVICE, INC.
203 West 40th Street, New York
Phone Longacre 7034

OVERNIGHT SERVICE TO OUT-OF-TOWN CLIENTS

The Trading Unit Is
**York County,
Pennsylvania**

a rich and permanently prosperous community of which the City of York, in almost the geographical center, is the hub.

It has a wealth of diversity in manufacture and agriculture, and is completely and intensively covered by

THE YORK, PA. GAZETTE AND DAILY

which beyond a doubt enjoys an extraordinary reader confidence.

We urge you to investigate.

HOWLAND & HOWLAND

National Representatives

NEW YORK **CHICAGO**
393 Seventh Ave. 360 N. Michigan Ave.

with great ease, but it offers that same material to the entire investing class of the nation. That company buys advertising space in mediums read by investors in order to give information about itself to investors and in order to offer more about itself to anyone sufficiently interested to ask for it. It even goes so far as to prepare for its stockholders, and for any one who may desire it, year after year, a booklet that can be described as a "stock circular" and would be so labeled if it bore the imprint of a banking house. That booklet answers every question (except when the next advance in price will take place and the range of that advance) that a stockholder could ask concerning the securities of the company.

STOPPING GOVERNMENT OWNERSHIP TALK

Not so many years ago politicians in speeches and a good part of the public in its conversation often suggested that the Government might well consider taking over the telephone business. That idea has dropped out of speeches and of conversations of today.

The results in the case of General Motors are even more striking. The influence of its work in cultivating the friendship of all investors can be seen in the merchandising end of that company's business. A stock statement made today throughout the country, in any discussion concerning a motor car made by General Motors, is: "If it's made by General Motors it must be right. There is a real organization for you."

Well-informed investors of the country have spread the thought of that company as "a real organization." Without in any way reflecting on the merits of its products it truthfully can be said that acceptance by the public of General Motors as "a real organization" has gone far in getting acceptance for its products.

Today, with security markets that are admittedly different from markets of the past, a friendly attitude toward stockholders and investors can do more than in-

directly help the sale of a company's products. It can stabilize prices for the securities of the company following such a policy.

A publicly financed business whose stock is in the strong boxes of many investors throughout the country is better off, by far, than the company whose securities are in the hands of speculators. That is obvious. A certain large business which has not paid attention to the matter of getting distribution for its stock woke up to one of the many advantages of widespread secured distribution about three weeks ago. It had borrowed considerable money from commercial banks to meet current expenses, using its own stock as collateral. Competitors who learned this news and who knew that the company's securities were held by speculators spread rumors which quickly depressed the market price. A good part of its loans were immediately called. Competitors effectively embarrassed it.

Had this company's stock been in strong boxes and had it been kept there such a situation could not have been created by competitors. It is, of course, the investment banker's function to get such distribution for securities he originates. He may get it, but he cannot guarantee that it will be maintained. Maintaining such distribution must eventually be the job of the company which he has financed.

The policy of cultivating the good-will of the stockholder, and if need be the entire investing public, as the American Telephone & Telegraph and General Motors have done, will bring a business well along toward the goal of a stabilized market for securities.

No business can go out and duplicate what General Motors has done in turning the investing class of the country into a friend merely by issuing well-written booklets or by the use of paid advertising. The job isn't as simple as that. The saying that no product can be made a success if it is not an honest and meritorious product, even though it has the best advertising and the greatest possible

A Sports Enthusiast Says:

For absolutely unbiased, honest-to-goodness opinion nothing in San Francisco excels the Sporting Green of the

San Francisco Chronicle



The
TENNESSEAN

MORNING—EVENING—
SUNDAY

Goes into Nearly All
Worth While Homes
In One of the South's
Fastest Growing
Cities.

JOHN M. BRANHAM COMPANY
Representatives

Chicago, New York, Detroit,
St. Louis, Kansas City, Atlanta,
Los Angeles, San Francisco, Seattle

amount of advertising behind it, has come to be a truism. That same old idea has its application in the matter of securities.

If a ready-made prescription on how to turn stockholders from a potential boycotting menace to a product into a stabilizer of market prices of securities and boosters of a product is wanted by any business that has been publicly financed here it is: Get the viewpoint that management is a trustee for the stockholder. Hire some one who is qualified to merchandise the management's understanding of that viewpoint to the stockholders. If the business is big enough, merchandise it to the entire investing class of the country.

Death of John M. Glenn

John M. Glenn, for more than thirty years secretary of the Illinois Manufacturers' Association and president of Glenn & Company, Chicago, publishers of *Manufacturers' News*, died recently at Hot Springs, Ark.

He was known not only for his activity as a journalist but also as secretary of one of the oldest industrial associations in the country. He founded *Manufacturers' News* twelve years ago. In 1898 he took over the duties of secretary of the Illinois Manufacturers' Association. In his thirty years with this organization, he saw it rise, under his guidance, from a small, struggling association to one of power and influence.

Appoints Claude Arnold

The Willis-Jones Machinery Company, Inc., Seattle, Wash., has appointed Claude Arnold, advertising, of that city, to direct an advertising campaign on the Willis-Jones precision valve reseater. Automotive business papers and direct mail will be among the mediums used.

J. J. Harding with Massillon Aluminum

J. J. Harding, formerly advertising and sales manager of the Queen Incubator Company, Lincoln, Nebr., has become general sales manager of the Massillon Aluminum Company, Massillon, Ohio.

D. A. Merriman, Vice-President, American Steel & Wire

Dennis A. Merriman, general sales manager and a director of the American Steel and Wire Company, Chicago, has been made vice-president. He will continue as general sales manager.



The key to volume from the South

SUCCESSFUL distribution plans today must include close-by service to the rich trade of the South.

Atlanta has become Distribution City to the South because from here men and merchandise may be routed most quickly over the whole territory.

You will find the facts in the Commercial Survey of the Southeast, just completed by the Department of Commerce. You can get the facts in full detail, as they apply to concerns in which you are interested, from the Atlanta Industrial Bureau.

Without charge or obligation, and in the strictest confidence, the Bureau will make a special survey for you, at your request. Write



Send for this Booklet

It contains the fundamental facts about Atlanta as a location for your Southern branch.

INDUSTRIAL BUREAU, CHAMBER OF COMMERCE
154 Chamber of Commerce Building

ATLANTA

Industrial Headquarters of the South —



"The Red Book"

The Standard Advertising Register
aims to furnish

Accurate and Timely Information
about National Advertisers and Agencies

IT HITS THE MARK
Its Listings are the Most Complete, Best
Planned, and most Accurate of any Service

Put the Register in Your
Reference Library

Publishers, Agencies and all
serving National Advertisers
Can Use the Register to Create Business

National Register Pub. Co.

R. W. FERREL, Manager
245 Fifth Avenue.....New York
140 S. Dearborn St.....Chicago
130 Bush St.....San Francisco
928 Walnut St.....Philadelphia
7 Water St.....Boston

For
TEMPORARY
or
PERMANENT
Joining
BEST-TEST
WHITE RUBBER
PAPER CEMENT

PREVENTS
WRINKLING
CURLING
SHRINKING
of mount or backing!

Write for Free Sample

Union Rubber & Asbestos Co.
Dept. BT

TRENTON N.J.

**Refutes Mr. Calkins' Charge
That Book Clubs Are Selfish**

BOOK-OF-THE-MONTH CLUB, INC.
NEW YORK, APR. 23, 1928.

Editor of PRINTERS' INK:

I was very much interested, naturally, in the Schoolmaster's recent reference [April 19 issue] to the Book-of-the-Month Club, in discussing Ernest Elmo Calkins' book, "Business the Civilizer." It is an interesting book, I agree; I read it, as I do everything he writes, with continuing pleasure. But I was sorry that, in the one short paragraph in which he mentions this enterprise and discusses book-clubs, he made three or four misstatements, rather surprising in coming from one who seems so careful a writer. Tucked away in the middle of a book, I thought it neither wise nor necessary to call public attention to these errors. But now that you call them out, and give them a wide circulation, I feel that I should ask you to correct the misleading impressions given.

In the first place, if you were surprised to learn from Mr. Calkins that we have 40,000 members, perhaps you will be doubly surprised to know that we have 82,000 members at this moment. Mr. Calkins either used an old figure of our circulation that he had seen, or he is confusing us with the Literary Guild, which has approximately 40,000.

In the second place, we don't—as Mr. Calkins somewhat carelessly indicates—select twelve specific books a year which our subscribers must accept. They have their choice among from 150 to 200 books a year, which our selecting committee recommends; and this freedom and wide range of choice we have always allowed. Up to the first of this year, members had the privilege of selecting any twelve books from this large number, and since the first of this year, our members may take any four out of from 150 to 200, recommended during the year.

In the third place, it is not true that an article by Mr. Calkins in 1922 about co-operative book-advertising was "probably responsible for the launching of the book-clubs." His assumption, I am afraid, is a little gratuitous. With a slight effort, he could have got some facts about the origin and significance of the book-club movement, that would have completely dispelled this notion. It is out of order to go into details here, but I wrote a quite exhaustive article about it last year, for the Atlantic Monthly Bookshelf which was widely distributed in pamphlet form, among booksellers, publishers and authors, and is easily obtainable. It was written with the specific purpose of clearing up the fog of rumor and misinformation that has bedeviled us from the beginning, and is still doing so, apparently.

Six or seven years before 1922, when Mr. Calkins' article appeared, (I am sorry that I didn't see it at the time, nor do I remember hearing any of the discussion he mentions) the Book-of-the-

In 1928 we guaranteed—

1,350,000 circulation for the first eleven issues, but we actually delivered a net paid circulation of over 1,450,000.

• • •

For the BALANCE of the YEAR we guarantee an *average net paid circulation* of

OVER 1,500,000

—not gross print or press run, but
net paid circulation!

For 1929 we pledge—

1. A bigger and better magazine
2. A much larger circulation
3. No increase in advertising rates

5c **Liberty**
A Weekly for Everybody

99% Newsdealer Sale

"America's Fastest Hitting Magazine"

"No Buried Ads"

Whole Family Appeal

The
POWERS
Engraving Companies
are pleased to announce
the appointment of
MR. CLIFFORD R. NOBLE
to
their executive staff

Mr. Noble has had wide advertising and publishing experience and for the past ten years has served as Production Manager for The H. K. McCann Company. He will join the Powers staff on June fifteenth and will head a new Powers corporation. Announcement of the new corporation will be made at a later date.

Month Club idea was conceived in its entirety and its general method of operation planned out. The plan was kept "on ice" for almost ten years. Nothing was done about it, because its later sponsors were deep in the worries of another book business during that period.

I doubt, too, whether the article was responsible for the launching of the Literary Guild. They will, no doubt, speak for themselves. But it is much more probable that our own birth, a year before theirs, brought that organization into existence. Anyway, its originator, Samuel Craig, had his plans outlined (I have been told) for several years before he could get capital interested, and from a prospectus I remember seeing, I believe his first plan of organization was closely patterned (although it may well, also, have been original with him) upon the experience of the German book-clubs, which have been flourishing like bay-trees since about 1920. One of them, I believe, has something like 300,000 members.

In short, while Mr. Calkins' article conceivably could have started the book-clubs in this country, it just didn't have the remotest connection with them. No more than similar ideas about co-operative book-advertising that have been suggested, year after year, to the National Association of Book Publishers. Mr. Calkins seems to be under the delusion (many people still are) that the book-clubs represent a scheme of book merchandising, like the one he suggests, started for and by publishers in order to increase the sale of books. They weren't. They were started, and have been conducted, with the interest of readers in mind, and that is why they are successful. The only connection publishers have now, and have ever had with us, is to submit their books for selection. That, of course, they have been eager to do.

But, after all, the chief objection we have to this one misleading short paragraph of Mr. Calkins, is this statement: "The book-clubs are limited by their selfishness. They are schemes to capitalize on all of their own publicity." This shows a degree of unfamiliarity with fact that should hardly appear in a book of this character. If Mr. Calkins had talked about this matter with any publisher or bookseller in the country, or had read any of our advertising literature, he would have learned that the exact opposite is the truth. The book-clubs are perhaps vulnerable upon some points, but certainly not in this respect.

The fact is (and the entire publishing industry knows it) that when either the Book-of-the-Month Club, or the Literary Guild chooses a book, the immediate effect is now, and always has been, an immensely increased sale of the book in the bookstores, from which publisher, author and bookseller all receive the full *undiluted* benefit. The figures are sometimes staggering. On two books alone that our committee chose (by then unknown authors) the sales in the stores were over 100,000 copies above our own purchases. On one of these books the publishers had

Listen!

TAKE A LITTLE FRIENDLY ADVICE

Tear out this advertisement right now and mail it to The Folks on Gospel Hill for samples of

GOSPEL HILL SALES LETTERHEADS

You'll never be sorry and the samples will give you a hundred and one ideas of how to increase your sales.

**CLIP THIS AD TO YOUR
BUSINESS LETTERHEAD**

MAIL TO

**The Folks on Gospel Hill
MARION, OHIO**

WOULD YOU BE INTERESTED?—

Here is an excellent opportunity for some individual to invest his capital (and services, if desired) in a live proposition.

I have purchased the rights on a product, in the toilet preparation field, formerly made in Europe. This product can be manufactured here and will retail at almost half the former price.

My intentions upon purchase were to handle this alone but a serious illness which was very costly makes it necessary to take another party in with me.

I will be very glad to furnish full details about this product as well as references regarding myself to anyone interested. Address "L," Box 152, Printers' Ink

Sales Executive and Copy Writer

Whose ideas, plans and copy have produced a large volume of business, seeks a position where a combination of real selling, creative and executive ability can be used to advantage.

Familiar with many lines of manufacturing. Extensive selling and business experience includes planning, designing and writing unusually productive direct mail advertising. "J," Box 151, Printers' Ink.

Here's a Chance to Get A Good Man—

He's 31 years of age, married and a Christian. He studied law at one time, but the World War cut that short. After the war he engaged in advertising work—writing copy, editing house-organs, planning direct-by-mail campaigns, etc.—and he's still at it. For about eight years he has concentrated on insurance advertising (fire and casualty), and he knows that business from the ground up. He's a good man, capable and efficient, and will fit well into any organization requiring the services of a direct-mail expert. He has been with us about five years and his work has been entirely satisfactory; we can recommend him highly.

He prefers to remain in the vicinity of New York City, but he will locate elsewhere if the opportunity offered is right. He wants \$5,000 a year—is getting close to that now—and he's worth it!

We'll be glad to give further particulars to anyone interested in securing his services. Address "D," Box 297, Printers' Ink.

originally purchased 1,500 sheets from England, showing their estimate of the book's probable sale. Our own estimate (and we make it conservative) is that our selection of a book usually means an increased sale in the stores of at least two or three times what the normal bookstore sale might have been. In some cases, it has been ten or twelve times the probable normal sale.

If this is selfishness, if this is "capitalizing on our own publicity," I suggest to the Schoolmaster that he inquire of any bookseller, publisher or author whether he likes or dislikes this gravy. We get none of it, of course. Neither does the Guild, or any book-club. We buy our books from the publishers and live on those we sell to our own members. The publisher and author first make a tidy sum on our own heavy purchases; and the additional books which we cause to be sold to non-members (and I am not exaggerating when I say that their total would run into the hundreds of thousands during the year) the publisher and author and bookseller benefit *entirely*—not we. We don't receive a copper from the proceeds of this "selfish publicity"; not, I am quite ready to admit, because of any altruistic policy, but for the simple reason that the publishers and authors, not we, happen to own the books we select and recommend.

I am sorry to have to go into this matter at such length, but after all it may be interesting; and at any rate, I am sure, neither the Schoolmaster, nor *PRINTERS' INK*, nor Mr. Calkins, care to be a party to the spread of anything that savors of misinformation.

BOOK-OF-THE-MONTH CLUB,
HARRY SCHERMAN,
Vice-president.

Appoint Moser & Cotins Agency

The Citizens Trust Company, Utica, N. Y., has appointed Moser & Cotins, advertising agency, of that city, to direct its advertising account. Magazines are being used.

The Brown-Lipe Gear Company, Syracuse, N. Y., has appointed this agency to direct the advertising of its transmissions and clutches. The Re-Bo Company, Inc., Syracuse, maker of removable bodies for hand trucks, has also appointed this agency to direct its advertising account.

Knickerbocker Watch Company Appoints I. I. Berk

Irving I. Berk has been appointed advertising and sales promotion manager of the Knickerbocker Watch Company, New York, manufacturer of Warwick watches. He formerly was advertising manager of the R. B. Rose Company, Inc., New York.

Bernard E. Schnaper, formerly in the display department of the Baltimore, Md., Post, has been appointed classified advertising manager.

THE
EXPERIMENTER PUBLISHING COMPANY

PUBLISHERS OF
RADIO NEWS—SCIENCE AND INVENTION—AMAZING STORIES
RADIO NEWS DEALERS' PERSONAL EDITION—AMAZING STORIES QUARTERLY
YOUR BODY QUARTERLY—FRENCH HUMOR

TAKES PLEASURE IN ANNOUNCING THE APPOINTMENT

OF THE

RHODES & LEISENRING COMPANY

AS

NATIONAL ADVERTISING MANAGERS

EFFECTIVE AT ONCE

NEW YORK

624 GRAYBAR BUILDING
420 LEXINGTON AVENUE
TELEPHONE LEXINGTON 5514

CHICAGO

BELL BUILDING
307 NORTH MICHIGAN AVENUE
TELEPHONE CENTRAL 0937-0938

Food advertisers choose the newspaper that
appeals to women

1st

IN FOOD LINEAGE

During 1927 The Tribune published 782,082 lines
of food advertising; over 90,000 lines more than the
second Tampa paper.

—Women read The Tribune

—Naturally, food advertisers concentrate their cam-
paigns here.

The Tampa Morning Tribune

S. E. THOMASON, Publisher

"First on the West Coast"

The S. C. Beckwith Special Agency, National Representatives

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

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NEW YORK, MAY 3, 1928

Price-Wars and Advertising Last week, makers of nationally advertised cigarettes which sell at the rate of twenty for 15 cents announced a cut in price to wholesalers. News of this action brought out a crop of wild rumors concerning the reason behind the move. The most widespread of these rumors was that fear of competition from British cigarette manufacturers who are after the American market inspired the cut. That rumor was the only note of comedy in the whole situation. It was the only report that provoked a smile from officials of the companies involved in this price-war.

The simple truth is that one of the largest of the American companies decided to cut its prices to wholesalers in an attempt to get

back volume that competitors had taken from it. Its competitors, however, were so well informed of that plan that practically all of them announced equal reductions on the same day, thus throwing the industry into a price-war.

Another rumor that obtained wide circulation because of this price-war was that there would be a reduction in advertising appropriations by the manufacturers involved. Some reports quoted the president of one of the companies as saying that so far as his company was concerned there would be a cut in its advertising.

At the price levels which prevailed before this cut was made, the profits of the manufacturers on each package of cigarettes were small, indeed. The business was profitable to them only because of great volume. That volume was obtained by consumer advertising. Those who know the business see no chance for any real advertising reduction that can be made with safety. In other words, there is not much disposition to take seriously statements concerning large cuts in cigarette advertising. None of the price cutters thus far has any real advantage over the others, since each has made practically the same cut in price. All of them realize that the first company which makes any real cut in its advertising gives all of the others an advantage. The general disposition is to regard statements about deep cuts in advertising as being inspired for stock market purposes. The reason for such statements, it is said, lies in a desire to keep prices of the securities of the companies involved at the old levels by intimations that money formerly spent for advertising will be retained as part of profits, and thus insure a continuance of dividends for stockholders on the old basis that prevailed before the price-war was started.

It is possible, however, that a reduction in advertising in the cigarette field may come later. That depends upon how long the war lasts. If it should come later, then, judging from the experiences of businesses that are not as greatly dependent upon advertising

as is the cigarette business, makers of the brands involved will be the losers. Their cessations of advertising will open the field for other cigarette advertisers.

Consider, for a moment, what has happened in a price-war that started last November in a branch of the roofing material industry. Every manufacturer who was engaged in price cutting, with one exception, and that exception is a company that happens to hold patent rights which it licenses the others to use, has been losing money. Lately, in desperation, some of the price cutters have reduced their organizations to the straining point and have eliminated all advertising except that which was contracted for on a non-cancellable basis. It is now predicted that before long the next step will be to cut the quality of the product.

It is further predicted that when that time comes a profitable market will be thrown wide open to any manufacturer who then has the courage to advertise a quality product vigorously. The price cutters will then find themselves pushed out of their original field and their place in it usurped by newcomers.

That same danger of being jockeyed out of a market confronts the cigarette manufacturers who are engaged in this new price war, if the cuts which they have made in their prices mean that they must do business at a loss for any considerable period of time.

Effective Use of Business Papers If a business paper could gather its readers together and question them on their use of business publications it would find a greater variety of uses for its product than it suspected. On a number of occasions we have questioned different groups of readers on their use of the PRINTERS' INK Publications.

We know that thousands of binders—the last figure was 9,782—have been sold to subscribers who permanently bind their copies.

Such subscribers, by use of their own index, or by turning to a master index at our office, create a reference library for themselves. Others achieve this same result, in a limited way, by tearing out of copies they have read, articles which they may want for future reference. Still others create a reference file in an even more modest way, by summarizing articles they may want to refer to again on index cards.

Many advertisers and advertising agents who bind and index the PRINTERS' INK Publications, as well as others who do not, have told us of routing systems whereby a regular reading of these publications by key men is insured.

There are readers who have built considerable good-will in business for themselves and their organizations by systematically sending to their customers or to executives in houses whose business friendship is desired, clippings of articles that they know will repay recipients for the time spent in reading them. Examples of the many and varied uses which we know a business paper can be put to could be multiplied at considerable length.

A short time ago two of the largest advertisers in a certain industry merged into one business.

From the very alert president of the new corporation that resulted from this merger we have learned of a highly effective use of business publications that should be more widely known.

This president after spending a good part of one day and half of the next day in reading and studying an article, "What's Back of Mergers?" in the March issue of PRINTERS' INK MONTHLY, wrote a three-page memorandum on that article. In that memorandum he examined the main points of the article and explained them as they applied to the business of which he is the head. That memorandum was sent to twenty-five executives of the business with a copy of the issue containing the article in question.

It is not possible, generally speaking, to write on business sub-

jects in so detailed a manner that the resultant article will be readily understood and grasped by every business interested in the subject covered. The value of many articles, in business papers, therefore could be increased to a particular business if some individual in that business interpreted them to his organization. The plan which this president follows in his business properly meets that situation.

By this plan he is giving the key men in his own organization information and material that keeps them thinking alike, and that keeps them on a straight track, toward the goal that he wants the company to reach.

The Price of Consumer Acceptance On March 28 the sales department of the Campbell Soup Company sent out a letter to its representatives informing them that Campbell's spaghetti, a new member of the Campbell family, was ready for distribution and that orders for it might be taken from distributors and dealers. Without advertising to the consumer and with no other announcement to the trade than the letter referred to, a large volume of orders for the new product was booked. Shipments have been made to all parts of the United States and Canada and sales of Campbell's spaghetti by retailers to consumers are reported to be good.

Consumer acceptance for a new product is purchasable at a price. Fortunate are those manufacturers who, like the Campbell Soup Company, have paid the price when they desire to put out a new product.

The advertising history of the Campbell Soup Company is pretty well known to readers of PRINTERS' INK. Since 1899, when the company made its first appropriation of \$4,264 for advertising to the consumer, until the present time, the expenditure for advertising has been increased every year over the amount expended the year before. The total number of advertisements scheduled to appear for Campbell's soup and pork and

beans during the month of May is, according to the circulations of the nineteen periodicals in which they will appear, 46,290,000, besides two cards in all the street cars of the United States. On the strength of the good-will which has been created by this national and local consumer advertising for Campbell's soups and pork and beans, backed by the quality of these products, an acceptance on the part of consumers and the trade exists for the name "Campbell" and the company's red and white label. Convincing proof of the existence of this acceptance is revealed by the placing of large orders for a new product without special advertising for it, when that new product is offered for sale.

Here is an example of advertising phenomenon become commonplace. Not only Campbell but many other advertisers are able to furnish instances of how they have put new products on the market through an acceptance created by advertising for their original products—Beech-Nut, Colgate, National Biscuit, Heinz, Procter & Gamble, Royal Baking Powder, *et al.* The Campbell incident is an excellent illustration of the fundamental importance of continuous advertising as a factor in the stabilization of business and its power to create markets for new products before they are born.

E. F. Lethen, Jr., with "Management"

Edward F. Lethen, Jr., has joined the advertising staff of *Management*, Chicago. He will cover the Middle Western territory. For the last four years he has been Western representative of *Popular Radio*, New York.

Appoints Philadelphia Agency

The Booth Bottling Company, Philadelphia, maker of Booth ginger ale, has appointed the Al Paul Lefton Company, advertising agency of that city, as advertising counsel. Newspapers and outdoor advertising will be used.

Hotel Account for Dorland Agency

The Hotel Griswold, New London, Conn., has appointed the Dorland Agency, Inc., New York, to direct its advertising account.

Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

40 EAST 34TH STREET

New York

**AN ADVERTISING
AGENCY FOUNDED
ON THE IDEA OF
RENDERING SUPER-
LATIVE SERVICE TO
A SMALL NUMBER
OF ADVERTISERS**

CLIENTS

Liggett & Myers Tobacco Co.

Western Electric Co.

Snider Packing Corporation

Loose-Wiles Biscuit Co.

Graybar Electric Company

Association of American Soap
and Glycerine Producers

The Ansonia Clock Co.

National Bank of Commerce
in New York

"NOT HOW MUCH, BUT HOW WELL"

Advertising Club News

Posters Used to Educate Russians

Posters are playing a large part in the education of the Russian people, said Mary Winsor, chairman of the American Investigation Committee on Russian Women, before a recent meeting of the Philadelphia Club of Advertising Women. "While, because of the form of government, commercial advertising is necessarily non-existent," she continued, "the people are being educated by means of advertising propaganda, principally in the form of posters."

"They are using these posters," Miss Winsor continued, "to sell the idea of ethics, of economics and of government to the people. Pictures are playing a large part in putting over the idea because the great masses of Russian people are illiterate. In every factory there is a clubhouse," she said, "and each of these clubhouses has what is called a 'wall' newspaper. This consists of a number of informative posters designed to educate the worker on a multitude of subjects."

As Russia is a maternal government rather than a fraternal one, great stress is given to children in these posters, concluded Miss Winsor. They are shown how to live, eat, drink, sleep and play, and the parents are also instructed in how to improve their own welfare.

* * *

Easton, Pa., Organizes Advertising Club

The Advertising Club of Easton, Pa., was recently organized with Fred Laubach, Jr., advertising manager of Wm. Laubach & Sons, department store, as president. S. F. Bixler, advertising manager of The Orr Company, was elected vice-president; H. M. Ellsworth, advertising manager, Sterling Products Company, secretary; and Walter C. Laros, of the Laros Silk Mills, treasurer.

* * *

Grand Rapids Women's Club Elects Officers

Mrs. Mary Coyle Harrett has been elected president of the Women's Advertising Club of Grand Rapids, Mich. Miss Nora Husted was made vice-president; Mrs. Eloise A. Haven, corresponding secretary; Miss Phyllis Field, recording secretary, and Miss Marie Dierdorf, treasurer.

* * *

Arthur Adler Heads Poor Richard Club Players

Arthur Adler was recently elected president of the Poor Richard Players, the histrionic organization of the Poor Richard Club, Philadelphia. D. Clinton Draper was made vice-president; George Loane, secretary; and John A. Lutz, treasurer.

Make Dealer-Help Help the Dealer

"The present movement to help the dealer cannot mean much unless each manufacturer's plans for aid are founded on a thorough and accurate investigation of exactly what his dealers need and must have in order to succeed," said James O. Cook, Jr., assistant advertising manager of the California Fruit Growers Exchange. He was talking before the Chicago Advertising Council at its regular meeting last week on "Helping the Dealer Help Himself." In his opinion, many companies go into dealer-help programs largely because of the press of immediate competition rather than as the result of careful investigation.

* * *

To Address Cleveland Industrial Division

Edmond D. Wood, district representative for *Liberty*, will speak, May 4, before the industrial division of the Advertising Club of Cleveland on "General Publicity for Industrial Advertisers." D. M. McGregor, sales manager of the cable division, Packard Electric Company, will also speak. His subject will be "Distribution Through Jobber-Dealer Channels."

* * *

New York Club Holds Dinner-Dance on Shipboard

The Advertising Club of New York recently held a dinner-dance on board the *S S Ile de France*. It was attended by over 1,000 members and guests. Lee J. Eastman, president of the Packard Motor Car Company of New York, was toastmaster. John A. Wilkens was chairman of the entertainment committee in charge of arrangements.

* * *

Cincinnati Club Holds Boat Ride

The Advertising Club of Cincinnati, Ohio, recently held a boat ride which was attended by over 1,300 members and their friends. Delegations from the advertising clubs of Dayton, Hamilton and Springfield, all of Ohio, also were present. Jesse M. Joseph, of the Joseph Advertising Agency, was master of ceremonies.

* * *

Heads Milwaukee Club Golf Committee

Del Faber, of the Boston Store, has been appointed chairman of the golf committee of the Milwaukee Advertising Club. Other members of the committee are: I. J. Oswald, Frank Lee, Frank Tolford and Lloyd Mueller.

Earl Lines Heads Grand Rapids Club

Earl Lines, advertising manager of the Leonard Refrigerator Company, has been elected president of the Advertising Club of Grand Rapids, Mich. Alexander T. McFadyen, of the Grand Rapids Convention Bureau, was made vice-president, and Wilson Van Hinkle, secretary of the Grand Rapids Printers' Association, secretary-treasurer.

Ray Barnes, Edward Drier, Dudley V. Cassard, Daniel A. Etheridge, A. B. Burkholder and H. Fred Oltman were elected members of the board of directors.

* * *

Pacific Clubs Appoint Don Thomas to Succeed Arthur Lee

Don Thomas has resigned as executive secretary of the Pacific Advertising Clubs Association and will be succeeded in that position by Arthur Lee. Mr. Lee recently succeeded Mr. Thomas as managing director of the Advertising Club of Los Angeles and of the Los Angeles Better Business Bureau.

Mr. Thomas will continue to act in an advisory and co-operative capacity with Mr. Lee until after the Pacific Advertising Clubs Association convention has been held.

* * *

Milwaukee Clubs to Be Hosts to Advertising Commission

The Milwaukee Advertising Club and the Women's Advertising Club of Milwaukee have appointed the officers and committee chairmen of each club as a committee to entertain the Advertising Commission at its meeting in that city on May 9 and 10. Irving C. Buntman, president of the Milwaukee Advertising Club, has been made chairman of the committee.

* * *

Poor Richard Club to Hold Annual Outing

The Poor Richard Club, Philadelphia, will hold its annual spring outing on May 8 at the Manufacturers' Country Club, Oreland, Pa. A golf tournament will be held, in addition to other contests. Howard C. Story is chairman of the committee on arrangements.

* * *

Pittsburgh Club Membership Drive Successful

The Advertising Club of Pittsburgh has added 105 new members as the result of a sixty-day membership drive. H. Briggs, Jr., is chairman of the membership committee.

* * *

Oakland Club Appoints On-to-Detroit Chairman

Ellen B. Mohr has been appointed chairman of the On-to-Detroit convention committee of the Advertising Club of Oakland, Calif.

Peaslee-Gaulbert to Remain Under Same Management

The Devoe & Reynolds Company, Inc., New York, as previously reported, has completed negotiations for the purchase of certain of the physical assets, the good-will, trade-marks and the paint, varnish and lacquer business of the Peaslee-Gaulbert Company, Louisville, Ky.

The present policies, it is stated, will be continued as in the past under the direction of the operating management now in charge, and the business will be run as a distinct and separate unit of the Devoe & Reynolds Company, Inc.

Investment Trusts Need Advertising

"Sales resistance to investment trusts can be largely overcome by advertising," said Theodore J. Grayson, associate professor of finance of the Wharton School, University of Pennsylvania, in a recent talk before the Bond Club of Philadelphia. This resistance, he continued, is passive rather than active, and is due largely to unfamiliarity with the idea, which advertising could easily change.

J. M. Combs, Secretary, Eastern Industrial Advertisers

J. Morris Combs, advertising manager of the American Engineering Company, and the American Fluid Motors Company, of Philadelphia, has been elected secretary of the Eastern Industrial Advertisers, Philadelphia. He succeeds C. G. Norton, resigned, who, as previously reported, has joined The Thomsen-Ellis Company, Baltimore, Md.

Associates with Latrobe Advertising Business

R. Eric Zimmerman, advertising manager of the Railway Industrial and Engineering Company, Greensburg, Pa., has become associated with the Westmoreland Publicity Service, Latrobe, Pa., advertising. He will continue in his former position.

F. H. Elms Leaves Magazine Repeating Razor

Francis H. Elms has resigned as general sales manager of the Magazine Repeating Razor Company, New York. He has had charge of the merchandising and marketing of the Schick razor, the product of this company.

G. S. Cox Joins Hancock Payne Agency

Geoffrey S. Cox has joined the New York office of the Hancock Payne Advertising Organization. He was formerly sales promotion manager of the C. Nestle Company, New York.

The Little Schoolmaster's Classroom

NOT so long ago, the Schoolmaster told the Class about the man who nailed his visitor chair so far from the desk that confidential salesmen could not become confidential but had to stay put several feet away and deliver their stories right out in the open. Since telling that story, the Schoolmaster has discovered another smart way for discriminating executives to control the maneuvers of visitors.

The method is simple. Next to your desk you put the visitor chair, but instead of facing it toward you, you face it away. Then when a caller sidles up to your desk he knows—though it comes as a severe shock—that you don't want him to sit down. So he stands.

The Schoolmaster personally encountered this forward-facing chair in the office of the president of one of the country's best known chain retail organizations. Promptly on the minute of the appointment, the Schoolmaster was politely ushered into the sanctum where, to his surprise, the one available chair faced the wrong way for any sort of real interview. So the Schoolmaster, with his best platform stance, stood and delivered his questionnaire, wondering all the while whether the executive would personally turn the chair around for his friends or would suggest that they do it for themselves.

At any rate, the Schoolmaster had no chance to get confidential. He offers this forward-facing chair idea to the Class with only one question in his mind:

"What would you do if you turned your visitor chair to face away from you and then some salesman came and sat in it that way, with his back to you and began to talk to the opposite wall?"

* * *

The maker of a new product which came along just in time to save a certain small company from bankruptcy tried a plan before his advertising started which

many established manufacturers could well afford to emulate when adding a new product.

This man, who had spent much money advertising a former product which did not make good under the acid test of consumer use, decided that he would not repeat his mistake.

He had little money to invest either in perfecting the new product or in advertising it, so he decided to move with caution.

First of all he tried out the new item among a number of his friends for several weeks before he attempted to sell the stores which he decided were his best sales outlets. This limited test brought to light one or two minor defects in the product which he was able to overcome with very little grief since the retailer was not the person who received the kick-back.

Then this man tried out one other plan. He realized that a great deal would depend upon the way the small stores, unaccustomed to handling this sort of novelty, would follow up the inquiries produced by his proposed advertising in their territory.

So he caused a few letters to be written asking for information on the product and had them sent to the few stores upon which he had called previously and given a full explanation about the novelty.

The response which he received indicated very plainly that additional missionary work was essential if full value was to be received for the advertising which was all ready to run. The release of the copy was delayed until the dealers had again been seen. Two follow-up letters were sent to them and three letters to several hundred others, in the try-out territory, upon whom no calls had been made.

When the advertising later appeared, inquiries were intelligently handled and a small advertising investment produced really remarkable results.

The Schoolmaster does not be-

OUTLOOKS



CHURCHILL-HALL
INCORPORATED
H. B. LE QUATTE, President
50 UNION SQUARE
NEW YORK

MEMBER OF AMERICAN ASSOCIATION OF ADVERTISING AGENCIES

WANTED

One of the most prominent New York City broadcast stations requires a General Manager.

A man is wanted who is thoroughly trained in advertising, and who is sold on broadcasting; one who can produce results in this field. Applicant should have some experience with broadcast work.

This is an excellent opportunity for a wide-awake man, with a good future. Write in own handwriting, stating present income, age, and former connections. "M," Box 153, Printers' Ink.

COPY WRITER WANTED

Only finished young writers of industrial trade paper copy need apply.

Experience in writing sales letters and direct mail folders desirable.

Large industrial concern with headquarters in New York City.

Answer by letter giving full details as to past experience, salary expected, and when services are available. Address "N," Box 154, Printers' Ink.

lieve that these results would have been nearly so good had not the manufacturer who had been licked once made certain that the retailers, for whose benefit his advertising was planned, were ready to handle inquiries with speed and intelligent co-operation.

Many a good advertising plan fails to go over in a big way because all the details have not been carefully checked over and considered in advance.

One of the important details, especially in selling through a new sales outlet, is the manner in which the retailer will co-operate to turn inquiries into sales.

The simple, logical plan followed by this one man in writing a few letters and having a friend sign them worked out well in making a small advertising appropriation produce effective results.

* * *

Once in a while a book comes to this desk that warms the cockles of the Schoolmaster's heart. Such a book is "Directing Sales," by H. C. Bonney, vice-president of The Ruberoid Company. What is more, the Schoolmaster doesn't have to agree with everything Mr. Bonney says, for the cockle-warming process to take place. It is the way he says it that has the calorific value. Listen to the crisp crackle of these sentences:

(Concerning salesmen, their hiring, paying and training.)

"Personality in the commonly accepted meaning is the curse of selection."

"During business booms salesmen become extremely egotistic."

"One strong man on the inside who knows his business and attends to it is worth many men on the outside."

(Concerning advertising.)

"When the mind of the buyer is in a confused state, the salesman has his opportunity. The minds of executives are usually in a confused state concerning advertising, and advertising men are good salesmen."

"Until such time as a firm has a reasonably close grasp of its actual sales problems, it is not in a position to think constructively on



Prepared for J. H. Newmark, Inc., for an advertisement
of the Locomobile Co. of America, Inc.

BEHIND THE SCENES

FOR many years Charles H. Kahr has worked unassumingly behind the scenes on the art work of many prominent national advertisers. + During this time, as an individual, through various art services and through his own studio, he has prepared illustrations for a representative list of advertisers, agencies and printers. + Throwing aside the cloak of modesty, he offers his own services and those of his staff of artists through the Charles H. Kahr Studio, where retouching in color or black and white — drawings constructed from blue prints — figures — lettering — designing — posters — are prepared with the utmost skill.

COLUMBUS



0248

CHARLES H. KAHR

250 • West • 57th • Str

New York

STUDIO

MANAGEMENT and INCREASED SALES

Competition in business today is such that it takes keen planning and industry to cope with it.

The writer of this advertisement is thoroughly familiar with executive management of production, financing, accounting, selling and advertising. He can build a business by the use of the right principles and hard work.

If you have a business in which you need forceful help and assistance either manufacturing or selling, address

"O", Box 155, care of Printers' Ink.

How to Figure Agency Costs

These days you can't intelligently run an agency, handle accounts or even buy agency services without knowing a lot about agency costs. "Batch SC" from the Ellis Dope Book sets you right. Contains seven complete Dope Sheets and three key forms, all on agency costs and how to figure them. Actual cost breakdown: rules for setting standard costs and distributing overhead; actual time division; cost of getting business; agency's capital set-up and division of earnings; time and budget forms, etc. Fundamental facts and principles from which the trained accountant can set up a cost system or analyze charges. Entire "Batch SC" lists at \$9.50—yours for \$7.00 complete, postpaid.

LYNN ELLIS, Inc., Desk A-7
525 Crescent Ave. - San Mateo, Cal.

USE
Golfdom

The Business Journal of Golf
Has 100% coverage of the buying executives
236 N. Clark St., Chicago

the subject of exactly how advertising should be applied to the business."

"In the old days every firm felt that it must have a trade-mark, and for about the same reason that every man felt he should wear whiskers."

"The greatest discouragement which advertising men have to contend with is the inability of the sales department to keep in proper step with the advertising matter."

"In keen competition, local advertising for dealers by manufacturers frequently amounts to nothing more than price-cutting."

No doubt many advertising men will feel moved to protest vehemently at some of these flicks of Mr. Bonney's whiplash; but that isn't the point. The point is that if a sales executive of his standing and experience feels moved to say them, it behooves advertising men to listen and perhaps do a little heart-searching.

And furthermore, they are admirable evidence that Mr. Bonney, as the Scotch say, "can speak out of his mouth."

* * *

M. Arthur Cahen, sales manager of Tre-Jur, Inc., told the Schoolmaster some time ago that he always gives the company's production manager an invitation to attend sales meetings.

"Because," Mr. Cahen explained, "the production manager is much more a part of the selling force than most salesmen appreciate and because the sales force is much more important in producing good merchandise than most production managers realize.

"As a salesman, I learned that if the factory was turning out good merchandise, my selling job went along pretty well. But when there was a flaw in the goods, no amount of correspondence with the sales manager would get results from an unsympathetic production manager.

"I also learned that from my selling contact with the trade I uncovered numerous practical suggestions for bettering the company's merchandise. If the production manager was friendly and

Insure your parcel post



THREE is no need to take a chance of suffering a loss on parcel post packages damaged, stolen or destroyed in transit. Simply supply yourself with a North America Coupon Book, as issued in convenient denominations, and, at the cost of a few cents per package, you are assured of prompt and satisfactory adjustment in the event of mishap.

the North America way



**"The Oldest
American
Fire and
Marine
Insurance
Company"**

Founded 1792

Insurance Company of North America
Sixteenth Street at the Parkway
Philadelphia, Pa., Dept. W-53

Name _____

Street _____

City _____ State _____

Wants information on Parcel Post Insurance

JOBS for five men

and one woman. Although 1928 has not seemed favorable for employment, I have been asked during the last six weeks to suggest applicants for six jobs—two with manufacturers, three with advertising agencies, one with a publisher. I'm not running an employment bureau and can undertake to help only those who have made a good showing in my Coaching Service in Advertising, Selling and Business Writing—given by mail. I spend money to locate openings for these energetic business climbers. No charge to either employer or employee.

I'd like to have at least one hundred more subscribers of the right sort—people who have faith in themselves and in the future and who will work hard. Frankly written prospectus free.

S. ROLAND HALL Box 623, Easton, Pa.

Member, American Association of Advertising Agencies

Youth- Experience- Background-

And I want to write copy—compelling copy; I want to design layouts—dynamic layouts; I want to produce advertisements—advertisements that sell; for I have done all of these things, and can do them for you, wherever you are.

"H," Box 150, Printers' Ink

Sales Executive Available

(Detroit Territory)

Eight years representing one national publication. Adv. Mgr., Branch Mgr. and agency experience. Knows Ohio, Indiana and Michigan thoroughly. Intimate automotive trade. 37 years old. Available now. "G," Box 299, P. I.

... write for prices on lithographed letterheads, envelopes, other office forms etc; color work, and rotogravure on booklets and magazines or

PHONE: LONGACRE 8318

HAROLD SIEGEL

representing printing of all types.
300 5th Ave. at 41st St., Room 403, New York

knew that I, as salesman, was really interested in such changes, he might do something about them. But if, because he didn't know me from Adam, he felt I was just kicking when I suggested changes, nothing would ever be done about improvements.

"Now that I am a sales manager, I try to bring the production manager and the salesmen together on the most friendly of terms whenever I hold a sales meeting, because their contact and their mutual appreciation of each other's problems result in increasing sales and makes my own job considerably easier and more profitable."

Death of James Howell Cummings

James Howell Cummings, president of the John B. Stetson Company, Philadelphia, manufacturer of Stetson hats, died at that city on April 28, in his sixty-first year. He joined the Stetson organization in 1882 as an office boy. In 1891 he became assistant manager of the company, and when, in that year, the firm was incorporated as the John B. Stetson Company, he was made secretary.

Mr. Cummings later held the positions of treasurer and second vice-president. Upon the death of Mr. Stetson, the founder of the firm, in 1906, Mr. Cummings was made president of the company. Mr. Cummings was also vice-president of the Manufacturers' Club and a director of many corporations.

Norman J. Phelps has become associated with the Chicago office of Geo. F. McKiernan & Company, direct advertising.

Part time advertising management for just 5 concerns

who haven't enough work to keep one busy but too much for their present organizations to handle properly.

Ideas

Copy

Plans

Production

Charles S. Wise
299 Madison Ave., Tel. Murray Hill 8165

"GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents
Toronto Montreal Winnipeg Vancouver Hamilton London, Eng.
New York Office 2152 Granbar Bldg. Thomas L. Briere, Manager for United States

LITHOGRAPHY

at
its
Best



REALIZING, as you do, that the most superior goods are difficult to sell unless they are attractively packaged and properly displayed, we suggest that you avail yourself of the skill and experience of the BROOKS Service Department, which will furnish you ideas, dummies and estimates of special designs for your product. Through this Department you will see *Lithography at its best*, which is what you must have in your Cartons and Display Containers if you expect to successfully meet and overcome competition.



BROOKS
Bank Note
Company
Springfield, Mass.

New York Boston
Philadelphia Portland, Me.

*Lithographed Folding Boxes,
Display Containers, Cut-outs,
Window Display Advertising
Commercial Stationery.*

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

BACK NUMBERS PRINTERS' INK FOR SALE. Issues Nov. 1016 to Dec. 4, 1924 complete. (Less Oct. 26, 1916 and Feb. 15, 1925). 416 copies worth \$41.00. My price \$25. Chicago delivery. All excellent condition. Newell C. Knight, 231 S. La Salle St., Chicago.

OPPORTUNITY FOR MANUFACTURER
marketing product sold to Hardware Jobbers and dealers. Hotel and Restaurant Supply Houses, Fountain Equipment Companies, Office Furniture and Supply Houses, etc., to secure exclusive national selling organization to distribute their product. Box 464, Printers' Ink.

HELP WANTED

Nationally known concern wants Sales Manager experienced in Food Products. State age, education, experience, and present salary. P. O. Drawer 1160, Columbus, Ga.

ADVERTISING AGENCY (small, recognized) offers good opportunity to young man with previous copy and contact experience. Modest starting salary with liberal share of commission on his new business. Write fully, give minimum salary. Box 482, Printers' Ink.

Mr. Salesmanager, a Milwaukee Color Printer doing high-class Direct-by-Mail, Catalog and all other kind of printing, wants a man who can take complete charge of the Sales of this business. A splendid opportunity to one who can prove results. Box 459, Printers' Ink.

Wanted—Young man, neat appearance, good character, familiar with art departments of stores and services in Brooklyn or New Jersey; selling experience necessary; permanent position; excellent future to right man. Call Main 6689—before 9 a.m. or after 7 p.m. for appointment.

EXTRAORDINARY OPPORTUNITY

for experienced agency or advertising materials representative. To connect with high-grade window displays manufacturer. Sell national accounts. Chance for right party to acquire interest in business. Outline experience. Box 475, Printers' Ink.

IF YOU KNOW YOUR EM QUADS and are, heart and hand, a real typographer, there is a shop of the strictly Upper Case which is looking for such a man. If you are an artist and can make striking layouts, so much the better. This shop deals exclusively with the better advertising agencies. Its typography is always a bit ahead of the procession, without being freakish. Please write fully, and in strict confidence. The opportunity is in a large city of the East. Box 465, Printers' Ink.

YOUNG WOMAN WITH PLEASING PERSONALITY, well connected, and with advertising and selling experience, to solicit accounts for growing agency. Box 466, Printers' Ink.

SALESMEN
ADVERTISING DISPLAY CASES
Men now selling advertising signs for counter displays preferred. Well established firm. Commission basis. Give experience and territory covered. Box 453, Printers' Ink.

If you know fundamentals of advertising, have ability to sell, are serious in wanting to build a business for yourself with an increasingly substantial income, this may be your big opportunity. If you have sold syndicate service, it will be helpful. Unless you are in earnest and think in terms of \$10,000 a year, don't answer. Box 451, Printers' Ink.

SALESMAN
We want a man who understands the type business thoroughly and who has a following among printers and advertising agencies to take full charge of the selling in this market for one of the largest type foundries in Europe. Drawing account against commission. Box 472, P. I.

ADVERTISING MANAGERS, purchasing agents, publishers' representatives and advertising solicitors or salesmen in the vicinity of New York who desire to increase their earnings or work towards a more lucrative position with an advertising service company, will find our proposition of interest. No effort or time required or conflict with present work. Give full details of present work. Suite 346, 1 Madison Ave.

SALES PROMOTION MAN
To personally promote sales for a chain of one-price men's clothing stores; must have ability to train store managers in sales promotion work, also the faculty to prepare sales letters, booklets and originate practical selling plans; **UNUSUAL OPPORTUNITY** for the right man; please write in confidence, giving age, experience, salary expected, and full particulars in first letter. The Martin Gordon Company, 5604 Cedar Avenue, Cleveland, Ohio.

LAYOUT MAN
Large up-state printing plant with well established creative department, wants layout man, typographer and direct mail specialist who can originate and help sell direct mail campaigns and sales promotion ideas for manufacturers and other business concerns. Successful experience and business ability required. Position offers splendid opportunity to ambitious man who wants real future outside New York City. Write, giving age, experience, salary expected, and other particulars, which will be treated confidentially. Box 455, Printers' Ink.

POSITIONS WANTED

ADVERTISING-SALES PROMOTION
Fifteen years' agency, trade paper, direct mail and departmental experience; wants new connections. Well recommended. Box 474, Printers' Ink.

Advertising Assistant, 24—Sales, direct-mail, copy-writing experience. Interesting merchandising ideas. Intelligent, imaginative. University trained. Now employed. Agency or advertiser. Box 476, P. I.

EDITOR WITH FIFTEEN YEARS' EXPERIENCE has some spare time available to firm whose editorial output does not warrant a full time editor. Write Box 470, Printers' Ink.

ARTIST

Young, who can create new ideas and put them across. Booklets, folders and layouts on a free-lance basis. Box 461, Printers' Ink.

ADVERTISING MAN

with unusual, practical sales promotion ideas; broad experience, assist manufacturer, part-time basis. Address Box 463, Printers' Ink.

ALL-AROUND ARTIST

Lettering, designing, etc. Several years' experience. Moderate salary. Young, married. Go anywhere. Refers present employer. Box 478, Printers' Ink.

ARTIST

Experienced all-around Lettering, Layout, Figure; part-time; reasonable. Box 471, Printers' Ink.

I write advertising that clicks; and will gladly do stenographic work if the job is on an open road. Box 467, Printers' Ink.

N. Y. Copy Writer

Wide experience as agencies' copy chief. Box 469, Printers' Ink.

Young man, 23, college education; direct contact with publicity counsel representing national accounts; knowledge printing, advertising procedure; well recommended; seeks encouraging opportunity. Box 468, Printers' Ink.

My Experience with well-known advertiser may make me of value in your advertising department. Age 32, copy writing, production, sales promotion, merchandising. University graduate. \$3600-\$4000 per year. Now employed. Box 457, P. I.

ADVERTISING MANAGER

Experienced in every phase of advertising and sales promotion. Now advertising manager for prominent manufacturer with national distribution. University education. Age 30. Box 456, P. I.

ANALYSIS AND PLANS**CLOSED \$48,370****NEW DIRECT MAIL CAMPAIGNS
IN FOUR MONTHS**

Market and sales analysis, contact, result-producing copy and layouts. Highest type man. Box 473, Printers' Ink.

ADVERTISING-SALES PROMOTION

13 years of advertising and selling qualify me to create a new and profitable sales promotion department or revitalize an old one. Age 36. Married. Box 460, P. I.

CREATIVE ARTIST

Young woman who has done free lance work wishes position with agency or art service. Will submit unusually fine samples. Box 479, Printers' Ink.

Executive Assistant—Twelve years understudying big men in large organizations. Expert correspondent. Handle all details of sales administration, analysis, control. A woman with a man's training. Splendid personality. Box 462, P. I.

Secretary—Young lady, 24, with thorough training all phases office work, secretarial and general, with firm of national advertising representatives. Now employed. Desires change. Best references. Salary \$35-\$40. Box 483, P. I.

Young Man—20—seeks opportunity with agency, publisher, or advertiser. Willing to clerk or do "menial labors" in order to learn business. College training in advertising; slight experience. Salary secondary. Box 477, Printers' Ink.

Technical Advertising Writer—Thoroughly seasoned, has creative ability and a convincing record. Agency experience. Would like to connect with manufacturer of technical or semi-technical product, who could use his ability to write industrial copy full of life and still correct in an engineering sense. Box 484, P. I.

ADVERTISING MANAGER

Young man—employed—college education. Training with well-known agency. 1½ years' experience with one of largest national advertisers. Sales experience. Know merchandising, copy, layout, production. References and details confidential. Box 454, P. I.

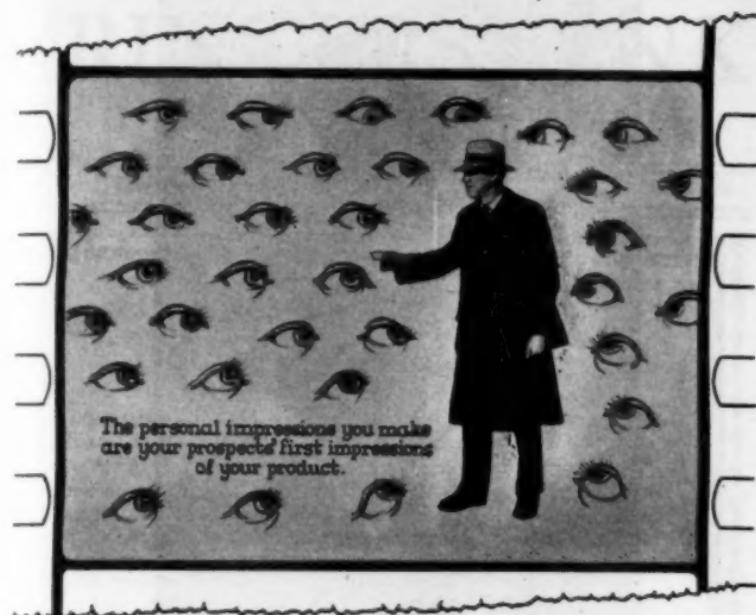
Wanted—Position as assistant to Sales Manager; now acting in that capacity for large New York corporation selling and nationally advertising universally used product. Broad experience in selling merchandise, in advertising, publishing and advertising agency work. Salary of less importance than opportunity to make good. Box 480, Printers' Ink.

AUTOMOTIVE ADVERTISING SOLICITOR—Years' successful experience general and automotive national magazines in East and Middle West; also executive and automotive soliciting in metropolitan newspapers. Can prove ability by record and highest references. College technical education. Eastern connection preferred, but not essential. Box 452, P. I.

I have crowded 30 years of newspaper experience into 15 years of hard work; university man; in three newspaper connections I have served as reporter, desk man, city editor, advertising manager, business manager and general manager. Have unusual record in advertising development and in economy of mechanical production. Am in position to accept responsibility of difficult newspaper problem, where opportunity is commensurate with problem. Box 481, Printers' Ink.

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Let Them Look

Talk to the eye and men understand.

Lighted pictures of the right kind visualize ideas so that every man gets them at once.

Twelve years of experience has highly developed the skill of this organization in making lighted pictures for sales training and instruction.

Let us show you how successful companies are using a proven sales training method that costs remarkably little and is reinforced by national field service.

Every picture we have ever made has helped accomplish the buyer's purpose.

Jam Handy Picture Service

Newspapers' Film Corp'n
6227 Broadway, Chicago

Still and Motion Pictures—Animated Drawings—Screens—Slides

New York, 420 Lexington Avenue—Dayton, 887 Reibold Bldg.—
Detroit, General Motors Building—Regional Sales and
Service at Principal Points Throughout the United States



"We have continued to concentrate in The Tribune because it continues to outpull all other Chicago newspapers."

C. R. Walgreen

President

Walgreen Company, Chicago
America's 2nd largest chain
of drug stores

FOR the same reason that C. R. Walgreen gives, Chicago drug stores during 1927 used almost as much advertising in The Tribune as in all other Chicago papers combined. The Tribune printed more than double the lineage carried by the next Chicago newspaper.

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

March circulation 811,425 daily; 1,167,951 Sunday